



# County of Los Angeles Beach Commission

13837 Fiji Way, Marina del Rey, CA 90292

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Web Page: <http://beaches.lacounty.gov> or <http://marinadelrey.lacounty.gov>



## AGENDA

Meeting of the Beach Commission

June 22, 2011

9:30 a.m.

Burton Chace Park

13650 Mindanao Way

Marina del Rey, CA 90292

### 1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

### 2. APPROVAL OF MINUTES

(May 25, 2011)

### 3. OLD BUSINESS

None

### 4. NEW BUSINESS

A. Review of Beach Commission Rules

(DISCUSSION)

B. Presentation of The Department of Beaches and Harbors  
Strategic Plan for 2011-2013

(PRESENTATION)

### 5. STAFF REPORTS

A. Ongoing Activities Report

(DISCUSS REPORT)

▪ Board Actions on Items Relating to Beaches

B. Beach and Marina del Rey Special Events

(DISCUSS REPORT)

C. Facilities and Property Maintenance Division Report  
Regarding Beach Maintenance

(VERBAL REPORT)

D. Capital Projects Status Report

(DISCUSS REPORT)

E. Lifeguard Report

(VERBAL REPORT)

### 6. COMMUNICATION FROM THE PUBLIC

*Clare Bronowski, Chair*  
*Catherine McCurdy,*  
*Vice-Chair*

*Thomas Barnes*  
*Ronald Chatman*  
*Rosi Dagit*  
*Gary R. Dimkich*  
*Walt Dougher*

*Don Doyle*  
*Jeffrey Jennings*  
*Kelly McDowell*  
*Charles Milam*  
*Wayne Powell*

*Norma Pratt*  
*Don Rohrer*  
*Jeffrey Sallee*  
*Andrew Stern*

**7. NEXT MEETING DATE & LOCATION** – Wednesday, July 27, 2011, at 9:30 a.m. at Burton Chace Park Community Room.

**8. ADJOURNMENT**

**PLEASE NOTE:**

1. The Los Angeles County Board of Supervisors adopted Chapter 2.160 of the Los Angeles Code (Ord. 93-0031 § 2 (part), 1993), relating to lobbyists. Any person who seeks support or endorsement from the Beach Commission on any official actions must certify that he/she is familiar with the requirements of this ordinance. A copy of the ordinance can be provided prior to the meeting and certification is to be made before or at the meeting.
2. The agenda will be posted on the Internet and displayed at the following locations at least 72 hours preceding the meeting date:

Department of Beaches and Harbors' Website Address: [beaches.lacounty.gov](http://beaches.lacounty.gov) or [marinadelrey.lacounty.gov](http://marinadelrey.lacounty.gov)

Department of Beaches and Harbors  
Administration Building  
13837 Fiji Way  
Marina del Rey, CA 90292

Marina del Rey Information Center  
4701 Admiralty Way  
Marina del Rey, CA 90292

Burton Chace Park Community Room  
13650 Mindanao Way  
Marina del Rey, CA 90292

Lloyd Taber – Marina del Rey Library  
4533 Admiralty Way  
Marina del Rey, CA 90292

Si necesita asistencia para interpretar esta informacion llame al (310) 305-9546.

**ADA ACCOMMODATIONS:** If you require reasonable accommodations or auxiliary aids and services such as material in alternate format or a sign language interpreter, please contact the ADA (Americans with Disability Act) Coordinator at (310) 305-9590 (Voice) or (310) 821-1737 (TDD), with at least three business days notice.

**Draft**

**COUNTY OF LOS ANGELES BEACH COMMISSION  
MINUTES OF MAY 25, 2011**

**COMMISSIONERS PRESENT**

Clare Bronowski, Chair  
Ronald Chatman  
Walt Dougher  
Don Doyle  
Catherine McCurdy, Vice Chair  
Kelly McDowell  
Wayne Powell  
Don Rohrer  
Andrew Stern

**ABSENCES**

Thomas Barnes  
Rosi Dagit  
Gary Dimkich  
Jeffrey Jennings  
Charles Milam  
Norma Pratt  
Jeffrey Sallee

**STAFF PRESENT**

Santos Kreimann, Director  
Kerry Silverstrom, Chief Deputy Director  
Lawrence Hafetz, County Counsel  
Mike Frazer, Chief, Lifeguard Division, Los Angeles  
County Fire Department  
Kenneth Foreman Acting Division Chief, Facilities and  
Property Maintenance Division  
Catrina Love, Community & Marketing  
Services Division  
Penelope Rodriguez, Community & Marketing  
Services Division  
Dona Kordich, Community & Marketing  
Services Division  
Pamela Miller, Community & Marketing  
Services Division

**GUEST SPEAKERS**

None

**MEETING LOCATION**

Burton W. Chace Park Community Room

**1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE**

The new Chair, Commissioner Bronowski, called the meeting to order at 9:40 a.m. and asked the new Vice-Chair, Commissioner McCurdy, to lead the Pledge of Allegiance. Staff and the public stood and recited the Pledge of Allegiance.

**2. APPROVAL OF MINUTES**

Commissioner Bronowski asked if anyone had any comments about the minutes from the last meeting. No one had any comments and the minutes were approved.

### 3. OLD BUSINESS

#### A. Beach and Harbor Use Permit Policy Revision

Mr. Kreimann stated that DBH had incorporated a significant amount of input from the public, as well as members of this Commission, and introduced Penelope Rodriguez to highlight the changes. Mrs. Rodriguez said she would talk about the areas that were changed from the last meeting based on the public and the Beach Commissioners comments. Mrs. Rodriguez mentioned that the gross receipts were previously a flat fee of 15% and remains the same. The gross receipts payment was to be paid in advance, but now there is a payment plan: 25% of the estimated gross receipts would be due before the issuance of the use permit, 50% of the estimated gross receipts would be due 5 days after the start of the camp or fitness training activity, and 25% of the actual gross receipts is due no later than 5 business days after the last day of the activity and any additional payment due based on the actual gross receipts will be due 30 days following the permitted camp or fitness activity. Mr. Kreimann clarified that it is the 25% balance of actual gross receipts. Mrs. Rodriguez said the selection criteria percentages have changed a little. Responsiveness remains the same at 5%, Professional Experience was 15% is now 25%, Financial Capability was 10% will be 15%, Safety Standards were 30% and now is 25%. The Operating Plan was reduced from 30% to 15% and the Community Service was raised from 5% to 10%. The Financial Remuneration remains at 5% and the Location Bid remains the same at \$100 minimum per location. There were concerns that operating hours for camps had to be during lifeguard tower operational hours. This will remain the same, except that any operator who employs Ocean Lifeguards or EMTs may be permitted for early hours. But water activities would still only be allowed during the lifeguard tower's operational hours, unless the operator pays for additional lifeguard hours. Employee screening was also added at the operator's expense, so all camp operators will have to perform background checks for all employees that interact with children. The training level asked for is the Red Cross Lifeguard Training with CPR for the Professional Rescuer course remains the same. DBH added desirable qualifications in both the Professional Experience and Safety Standards categories. The new qualifications require the employment of EMTs and professional certified Ocean Lifeguards with CSLSA certification or equivalent. Commissioner Powell asked if an operator has the optional certification, are they given points for being better qualified. Mr. Kreimann said that is correct, they would receive more points.

Chair Bronowski asked if there were any other Commission questions, and if not, it was time for public comments. She also asked the public to only address the changes that were made.

Michele Branconier, California Collaboration for Youth/American Camp Association – Ms. Branconier asked if the selection criteria for the Financial Remuneration percentage that is 15% in 2011 will vary from year to year and is there a specific criteria that camps should expect. She also felt safety was being compromised by bringing down the Safety Standards. Mr. Kreimann said DBH would compare what other people are charging and the rate would be set by the market.

Jack Tingley, Beach Sports, Inc. - Mr. Tingley urged DBH to move the age limit from 18 to 16 for camp instructors. He was also concerned that the fee for 2011 was being raised and though the location list was wrong.

Sina Monjazebe, Sandy Days Kids Camp - Mr. Monjazebe was concerned about a fee rise for this year, camp operating hours and the children not being allowed to go into the water until Lifeguards are present. He is also concerned about only having 25 kids in the water at one time.



Eric Colton, Fitness by the Sea – Mr. Colton commented about an email sent out from Commissioner Milam on 5/1/11 to Mr. Kreimann and the camp owners. He is also concerned about non-profits being treated the same as for-profits as far as gross receipts are concerned and thinks the location bid should have a cap. Mr. Colton also had concerns about the selection criteria.

Chris Brown, Camp Surf, C.B.V.A., Jimmy Miller Memorial Foundation – Mr. Brown also mentioned the email sent out by Commissioner Milam and thought it was agreeable and asked the Commissioners to vote against this current proposal. He also thought that fees being due upfront was not good.

Patrick Murphy, Learn to Surf L.A. – Mr. Murphy said he too agrees with Commissioner Milam's proposal. He also said the location bid should be eliminated and only be used as a tie-breaker. He also thought that fees due upfront was unfair.

Kip Jerger, Kanoa Aquatics – Mr. Jerger made inappropriate remarks about the Director of DBH and does not agree with the proposed policy changes.

Chair Bronowski said that was the end of public comments and it was time for the Commissioners and the Director to comment.

Mr. Kreimann commented that this is the third time this item has been before the Commission and a work study was also held. He said that DBH has tried to address the concerns of various operators and have made a lot of concessions. Mr. Kreimann would not address Mr. Jerger comments as they were offensive. He said the Beach was a recreational venue for everybody, not just locals. DBH has the responsibility of maintaining the beaches and this is funded by the generation of revenues. Mr. Kreimann said he didn't think another work group was necessary, as DBH has heard the complaints loud and clear and have taken them in consideration, as well as Commissioner Milam's suggestions and the rest of the Commissioners. Mr. Kreimann thanked DBH staff for their hard work and the operators for all their input and looked forward to feedback from the Commissioners so the policy could be moved forward. Commissioner McCurdy asked for a show of hands from the public of how many of them hire people under 18. Chair Bronowski wanted some clarification on this rule. Mr. Kreimann explained that this was an issue with the Lifeguards and asked Chief Frazer to explain. Chief Frazer said 18-year olds instruct in the water, this is the standard for L.A. County Lifeguards. The compromise is having 16-year olds instruct on the beach; it's an issue of safety. Commissioner McCurdy asked what the cost is for a background check and is this something new to the process. Mr. Kreimann said is about \$35. Commissioner McCurdy asked if birthday parties have been an issue in the past and why this was being added. Mr. Kreimann said that if a permit has been provided for a surf camp and during these testimonies, DBH has heard that the permits are also being used for birthday parties and other additional events. Commissioner McCurdy commented that capping the fees is a reasonable request. Commissioner Stern mentioned that the comments made about Mr. Kreimann were uncalled for and he was offended by them, but appreciated all other comments. He also stated that the beaches belong to everyone and the locals do not own it. Commissioner Dougher commented that the operators received the revised policy two days ago and had not had time to go over the changes. He also asked was there a time limit on when the changes had to be done and is there enough time for another session. Mr. Kreimann answered the time line was to have the new policy in place for the summer of 2012 so the operators can have plenty of time to market their camps after getting their permit. DBH needs time to get the Boards approval and then actually do the bidding process, so it is a very compressed time period.

Mr Kreimann said the preference is to move this forward to the Board and he does not believe another study session would change the recommendations. The comments made today are similar to the ones made before and they have been taken into consideration already. Commissioner Dougher said the comments made were valid and he would not feel comfortable making a recommendation without another study session. Commissioner Chapman concurred with Commissioner Dougher and though the discontent was reasonable. Commissioner Chapman asked if there were any studies that showed that 16-year olds were not as responsible as 18-year olds. Chief Frazer said the L.A. County Lifeguards' statistical safety records is better than any other lifeguard agency's safety record in the world and the standard is 18- years old, where there is a higher degree of maturity. L.A. County has very qualified 16 and 17-year olds that are cadets and they don't go unsupervised. When they are in the lifeguard tower, they are with a Lifeguard 18-years or older and usually they have been in the program for seven or eight years, been through the academy, a background check and even then they are placed with a Lifeguard 18-years old or older. Commissioner Chapman commented about the unreasonableness of the upfront payment of fees. Commissioner Rohrer said the first thing is the safety of the kids and commented that there were other agencies that hired 16-year olds, but they worked with seasoned Lifeguards and are being trained until they are 18. He also commented that the beaches belonging to the locals is an archaic though, people from all over come to the beaches. Commissioner Doyle asked if the 16-year olds can be used in some other capacity and not be fired. Commissioner Powell asked if the packet for the meeting meet the Brown Act of 72 hours. Mr. Kreimann said it was posted Friday morning, so yes. Commissioner Powell said regarding the age, he agreed with Chief Frazer and safety is most important, but did not want anyone to get fired. He also asked what if the 16 and 17-year olds could be grandfathered in because of their experience. Chief Frazer said by default they would be 18 by the time this new policy is in place. Commissioner Powell asked about the payment schedule that was revised and wanted to know if the due dates were based on calendar days or business days. Mr. Kreimann said they were business days. Commissioner Powell asked what harm would be done if the camp operators were given ten days instead of five to pay. Mr. Kreimann said ten days would be fine. Commissioner Powell commented that the public input was appreciated and staff was great with compromises and revisions and thought that another study group would not be productive and believed the policy was workable. He also asked if there will be a review period to see how the policy is working. Mr. Kreimann said yes, DBH is always looking for ways to improve or adjust the process and said DBH could come back to the Commission to report on the bid process after it is done. Commissioner McDowell commented that the passage of time would enable the 16 and 17-year olds to meet the age/safety requirements and agreed that extending from five days to ten the amount of time for the second payment was reasonable. Commissioner McDowell also agreed that another study session was not necessary and said there is a year or so to make changes to the policy at staff, Commission or Board of Supervisor's level, if necessary. Commissioner Bronowski thanked staff and commented nothing would be gained from delaying the new policy any further and pointed out that there was no quorum so the policy should move forward with or without recommendation and asked if the policy would impact this summer and the fees being raised. Mr. Kreimann commented this year those that already have permits would be granted the same permit as last year. The existing operators were notified in November that there would be a fee because a lot of the operators were not paying a fee. The 2011 fee is 10% and is not changing. Chief Frazer said he had been a part of this process since the beginning and it was mandated, very complex and controversial, but DBH staff had done a great job. The permit process has to be open and competitive like everything is in the County. Having workshops and listening to the current camp operators was designed to help the current camp operators. He also added that an open and competitive process does not make these kinds of concessions. Chief Frazer agreed with some of the Commissioners that these meetings were not the

place for the offensive language. He said that Kip Jerger does not represent the views of the L.A. County Lifeguards and was appalled that Mr. Jerger presented himself as a L.A. County Lifeguard. Chief Frazer commented about the 25 person limit in the water and said it would depend on the day. He said some days, 25 people in the water would be too many and the Lifeguards determine the conditions of the water that day. If the camps want to exceed the limit, they should check with the Captain on duty so it could be authorized, depending on the conditions in the water. Chief Frazer said the American Red Cross training level was a huge concession and hoped that operators would get CSLSA certified EMT employees and that would be rewarded through the application process. Chair Bronowski asked for any other comments or motions. Commissioner Powell commented about a minor change from the five days to ten days. Chair Bronowski asked about getting a report back to the Commission after the first bid process and wants to add the Chief's suggestion regarding the 25 person limit in the water or as authorized by the Lifeguard Captain on duty. Commissioner Stern motioned to pass the new policy and Commissioner Powell seconded and noted there was no quorum but as advisement. Commissioner Dougher commented about the lack of a quorum and would not recommend this policy. Chair Bronowski said getting a quorum would be difficult during the summer months so she polled the Commissioners about their recommendation. The vote was six to two in favor of the policy. Commissioner McDowell did not agree with the vote as there was no quorum. There was a five minute break so that Mr. Kreimann and Mrs. Silverstrom could meet with County Counsel. Chair Bronowski apologized for the delay and explained to the public that this item affects a lot of people and the Commission wants to insure that it is being handled properly. County Counsel advised that the Commission can not take action today because of no quorum and the Director can move this forward to the Board. Mr. Kreimann said DBH would consider all of the suggestions made by the Commissioners, finalize the draft and send it to the Board as quickly as possible.

**B. Presentation of Proposed County Code Revisions to Title 2, Administration and Title 17, Parks, Beaches and Other Public Areas**

Chair Bronowski asked Mrs. Silverstrom if there were changes made since the last meeting regarding beach tennis. Mrs. Silverstrom stated that there were two changes as a result of the last meeting. The first had to do with the Beach Commission's composition, and reducing the number of members from 20 to 10 and grandfathering in anybody that wanted to continue as a Commissioner. She said that Commissioner McDowell mentioned the South Bay Cities Council of Governments (the South Bay COG) had another way of dealing with the lack of a quorum. After missing three consecutive meetings, the Commissioner will be placed on an inactive list. A quorum then becomes a majority, plus one active member. There is no change to the number of Commissioners, however, the term will change from two years to four years. Commissioner Powell asked if DBH received the Sunset Review for the Beach Commission. Mrs. Silverstrom said it was received last week, but it was not yet scheduled to go before the Board however it did recommend the continuation of the Beach Commission. The other change was to ball playing restrictions, because of comments from the Commissioner's and the public, DBH is loosening restrictions. Right now the restriction is any ball or other flying objects under ten inches and is not made of rubber is not allowed on the beach. The change is beach balls, water polo balls and beach volleyballs will be allowed on the beach, and any other ball, will be allowed in areas designated by the Director or pursuant to a permit. Staff is currently looking for areas for permanent beach tennis courts and other areas for people to place their own nets temporarily. Chair Bronowski mentioned that there were three speakers for beach tennis.

Marty Salokas, Don & Ginger Young, West Coast Beach Tennis - Mr. Young said he was excited

about being able to play in designated areas and thinks beach tennis is safer than beach volleyball. Mr. Young also wanted people to be able to play on the volleyball court when it's not in use. Mrs. Silverstrom said DBH would not convert any existing volleyball courts into tennis courts unless a request comes from a local city. Mrs. Silverstrom stated she is working with County Counsel on the Beach Ordinance and Harbor Ordinance revisions and will take them to the Board together for their consideration within the next month or two.

Commissioner Dougher stated that it is embarrassing to not have a quorum and thinks the inactive status is a good idea and asked about having a Commissioner removed for not attending the meetings. Mrs. Silverstrom said DBH did not have the authority to remove a Commissioner. Commissioner Dougher asked if and when DBH has notified the Supervisors of poor attendance. Mrs. Silverstrom said there is no written rule on when to do it. But when it is noticed, that there is no participation on the part of the member on any DBH commission, DBH goes to the Supervisor. DBH has not yet been successful. Chair Bronowski mentioned that the Commissioners used to get an attendance report and everybody thought it was embarrassing, so it was stopped. She would like to start it again and also absences should not be excused or unexcused, just absent. Chair Bronowski also asked that a reminder be sent to the Commissioners of the scheduled meetings for the rest of the year. Commissioner McDowell thanked Mrs. Silverstrom and staff for considering the South Bay COG's rule as it is very affective. It does not matter if the absence is excused or not, the absences get in the way of doing business. Mrs. Silverstrom asked the Chair if she would like to receive an attendance sheet starting with the next mail out along with a cover memo. Chair Bronowski stated she would like more meetings and asked that the cover memo include the reason why the report is being included. The new policy will state that Commissioners will be on inactive status for missing three consecutive meetings. Mrs. Silverstrom said the Beach Commission Rules should be presented to the Commission for consideration and discussion and to actively put in the new quorum requirement and look at other rules that might need changing.

#### 4. **NEW BUSINESS**

None

#### 5. **STAFF REPORTS**

##### A. Lifeguard Report

Chief Frazer said the Fire Department is gearing up for summer and have started retraining and recertifying Lifeguards and they have had almost all of the Junior Lifeguards tryouts. There will be about 3100 kids this year.

##### B. Beach and Marina del Rey Special Events.

Chair Bronowski asked that all written reports be received and filled.

##### C. Facilities & Property Maintenance Division Report Regarding Beach Maintenance

Mrs. Silverstrom introduced Mr. Ken Foreman; Acting Chief of the Facilities & Property Maintenance Division, who is replacing Mr. Schumaker who is retiring. Mr. Foreman told the Commissioners DBH

was also getting prepared for summer and Memorial Day weekend is the unofficial start of the summer season. DBH started a new schedule for maintenance staff on May 1<sup>st</sup>. The ground maintenance staff is working 7- 4p.m. The equipment operators start at 5 a.m., in order to get the beaches contoured and cleaned before the general public starts to arrive by mid-morning. Mr. Foreman said in the Point Dume area, DBH is replacing septic tanks in three restrooms, but at least one should be open by the end of the week. There had been some delays with the project that could not be helped. DBH is replacing failing septic systems. The one at Surfrider was completed in April and had been a big problem. It had reached capacity and for the last few summers had to be emptied manually a couple of times a week which was very expensive. This will be the first summer DBH won't be dealing with that and will considerably save costs. Mrs. Silverstrom stated the maintenance workers schedule changing is in response to hiring constraints in place now to meet a salary savings target. There are 17 beach maintenance positions vacant that otherwise would be on the beach. Similarly, DBH has not increased the number of staff that is on the beaches even though the beach population has increased. From 2008 to 2010 the population went up 10 million visitors. This year will be a little lower because of the bad weather. One of the Board offices has asked DBH to submit information about what shifts DBH would put into affect if given the money to fill the 17 positions. DBH provided a chart that shows DBH will increase a full shift at night and clean the heaviest used bathrooms at night and lock them down so they are ready for early morning use.

Commissioner Powell asked about the DBH Strategic Plan presentation. Mrs. Silverstrom said it would be presented at the next meeting.

#### **ADJOURNMENT**

**Chair Bronowski adjourned the meeting at 11:50 a.m.**

#### **NEXT MEETING DATE AND LOCATION**

The next meeting is scheduled for June 22, 2011 at 9:30 a.m. at Burton Chace Park.

Respectfully Submitted,

Cheryl McGee  
Commission Secretary

June 20, 2011

To: Beach Commission  
From: *Cefina Lore for*  
Santos H. Kreimann, Director  
Subject: **AGENDA ITEM 4A - REVISION OF BEACH COMMISSION RULES**

Item 4A pertains to the proposed revision of the Los Angeles County Beach Commission Rules, which have not been updated since February 1998. The attached redlined draft identifies all of the proposed changes, with the substantive changes being as follows:

- Section 3: The regular Commission meeting day has been changed from the third Wednesday to the fourth Wednesday of each month to reflect your current Commission meeting schedule, and the meeting location has been added;
- Section 6: A quorum has been redefined to be a majority of "active" Commissioners, with an "inactive" Commissioner being defined as any Commissioner who has had three consecutive absences;
- Former Sections 14 and 15 regarding meeting in Closed Session have been removed, because the circumstances under which the Commission could meet in closed session, if any, are extremely limited and are governed entirely by the Brown Act;
- Section 16: Additional agenda posting locations and the website have been identified to conform with current agenda posting locations; and,
- All other substantive changes are revisions to conform the Rules to the Uniform Public Hearing Protocols approved and required by the Board of Supervisors to be adhered to by all County Commissions.

We welcome any and all comments from your Commission, as well as any revisions you believe should be included that haven't been presently identified.

SHK:ks  
Attachment



# Rules



of the  
**Los Angeles County  
Beach Commission**

Revised June 22, 2011

**RULES OF THE BEACH COMMISSION**

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## RULES OF THE COUNTY OF LOS ANGELES BEACH COMMISSION

Approved by the County of Los Angeles Beach Commission on

~~February 18, 1998~~

June 22, 2011

### CHAPTER I GENERAL PROVISIONS

Section 1. **APPLICATION.** These rules shall apply to the ~~COUNTY~~ County of Los Angeles Beach Commission ("~~The~~ Commission").

Section 2. **RULES OF ORDER.** The proceedings of ~~The~~ Commission shall be governed by the Ralph M. Brown Act (the "Brown Act"), and such other laws of the State of California as may apply, and to the extent the Brown Act and other statutory laws of the State of California do not apply, by Robert's Rules of Order, newly revised, except as herein otherwise provided (collectively, the "~~Rules~~"). The foregoing notwithstanding, compliance with the Rules shall not be mandatory except to ~~the~~ extent required by law, and failure to follow Robert's Rules of Order or these Rules shall not invalidate any Commission action taken. The County Counsel shall act as parliamentarian and, on request of the Chairperson, shall give parliamentary advice.

### CHAPTER II COMMISSION MEETINGS

Section 3. **REGULAR MEETINGS.** The regular meetings of ~~The~~ Commission shall be held on the ~~third~~fourth Wednesday of each month, commencing at the hour of 9:30 a.m., in the Community Room of Los Angeles County's Department of Beaches and Harbors' Chace Park, at 13650 Mindanao Way, Marina del Rey, California, or such other day, ~~or~~ time, ~~or at a~~ place as ~~The~~ Commission may decide for its next scheduled regular meeting. If any regular meeting day falls upon a holiday, the regular meeting of ~~The~~ Commission shall normally meet the first succeeding day which is not a holiday commencing at the same hour.

Section 4. **SPECIAL MEETINGS.** The Commission may elect to hold a special meeting on a day, at a time or in a location other than that prescribed in Section 3 for regular meetings. All Rules pertaining to regular meetings of ~~The~~ Commission shall apply to special meetings to the extent they may be applicable to the special meeting to be conducted.

Section 5. **PUBLIC HEARINGS.** The Commission may hold public hearings and may appoint one of its members to be the hearing officer, with responsibility for reporting his or her findings and recommendations to ~~The~~ Commission.

Section 6. **QUORUM.** A majority of ~~appointed~~<sup>active</sup> members of ~~the~~ Commission shall constitute a quorum. A quorum must be presented ~~for the Commission~~ to conduct its business. ~~A quorum is a majority of the entire membership, by the common parliamentary law.~~

When an appointed member has three consecutive ~~unexcused~~ absences ~~or, he or she will be placed on inactive status.~~ Appointed members will automatically be reinstated when he or she attends the next regularly scheduled meeting. When an appointed member has four consecutive absences ~~of any kind~~, the Chairperson of ~~the~~ Commission will notify the appointing Supervisor, by letter, of unacceptable attendance.

Section 7. **MAJORITY VOTE.** No act of ~~the~~ Commission shall be valid or binding unless a majority of the quorum of ~~the~~ Commission present concurs. ~~However, if there is no quorum of the Commission on an item, the Commission may refer the item to the Board of Supervisors with a notation of the Commission's vote.~~

### **CHAPTER III ELECTION, POWERS, AND DUTIES OF CHAIRPERSON AND VICE-CHAIRPERSON**

#### **Section 8. ELECTION OF CHAIRPERSON AND VICE-CHAIRPERSON.**

At its January meeting, ~~the~~ Commission shall elect both a Chairperson and a Vice-Chairperson to serve until the next regular January meeting.

The process of selecting those officers calls for a meeting of a Special Ad Hoc Subcommittee, appointed by the Chair, to meet prior to the January meeting for the purpose of nominating a Chairperson and Vice-Chairperson for presentation to the full Commission. In making that recommendation, the Subcommittee shall consider the following:

- a. The Chairperson should be an appointee of the Supervisor representing either the Third or Fourth Districts, wherein are all ~~e~~County-operated or owned beaches. The Vice-Chair should come ~~from~~ the Supervisorial District not represented by the Chairperson;
- ~~The~~ b. ~~Each year, the Subcommittee, each year,~~ should consider rotating the Chair between representatives of the Third or Fourth District.;
- c. Ascendancy from Vice-Chair to Chair is not automatic but, certainly, a consideration.;
- d. One-year terms for both offices are preferred.;
- ~~b.e.~~ Qualities desirous in a Chairperson should be a demonstrated record of good attendance and experience in conducting public meetings.

Section 9. **CHAIRPERSON DUTIES AND POWERS.** The Chairperson shall possess the powers and perform the duties prescribed, as follows:

- a. Have general direction over ~~the~~ the Commission Meeting Room;
- b. Preserve order and decorum;
- ~~b-c.~~ Assure that attendance of the public at meetings in the Meeting Room shall be limited to the number which can be accommodated;
- d. Allocate the length of time for public discussion of any matter in advance of such discussion, with the concurrence of ~~the~~ the Commission;
- e. Allocate equal time to opposing sides insofar as possible taking into account the number of persons requesting to be heard on any side;
- f. Limit the amount of time that a person may address ~~the~~ the Commission during a public discussion period in order to accommodate those persons desiring to speak and to facilitate the business of ~~the~~ the Commission;
- g. Appoint hearing officers and set dates for public hearings; ~~and~~
- h. Establish subcommittees to serve as work groups on ad hoc or ongoing issues concerning ~~the~~ the Commission and name Chairpersons and members of those subcommittees; ~~and~~

~~In the event of the resignation, removal or death of the Chairperson, the Vice-Chairperson shall serve as Chairperson for the remainder of the term.~~

- i. At his or her discretion, alter or change the order in which agenda items are considered, depending upon his or her determination of the importance or urgency of an item.

Section 10. **VICE-CHAIRPERSON DUTIES AND POWERS.** The Vice-Chairperson shall have all of the powers and duties of the Chairperson during the absence of, or inability to act of, the Chairperson. ~~In the event of the resignation, removal or death of the Chairperson, the Vice-Chairperson shall serve as Chairperson for the remainder of the term.~~

In the event of the resignation, removal, or death of the Vice-Chairperson, or the assumption of duties and powers of the Chairperson by the Vice-Chairperson as provided in Section 9, ~~the~~ the Commission shall elect another member to serve as Vice-Chairperson until the end of the term.

#### CHAPTER IV CONDUCT OF MEETINGS

Section 11. **PUBLIC MEETINGS.** Meetings of the Beach Commission are open to the public.

- a. The general public is invited to comment upon agenda items after introduction and discussion of the item by a member of the Commission or the Department.
- b. The "Communications From the Public" item on the agenda provides time for any party to address the Commission on any matters that are within the subject matter jurisdiction of the Commission.
- ~~c. The Chair, at its discretion, may alter or change the order in which agenda items are considered, depending upon its determination of the importance or urgency of an item.~~
- c. No person shall address the Commission until he or she has first been recognized by the Chair. The decision of the Chair to recognize or not recognize a person may be changed by order of the Commission. All persons addressing the Commission shall give their names for the purpose of the record and state whether they are addressing the Commission on their own behalf or on behalf of someone else. The Chair may, in the interest of facilitating the business of the Commission, limit the amount of time which a person may use in addressing the Commission.
- d. A person requesting to address the Commission will be allowed a total of three minutes per meeting, unless the item is adjusted by the Chair as deemed appropriate given the nature of the matter. Requests to be heard must be submitted to the Commission staff through the use of an approved "Request to Address" form before the item is called. Any individual found to have engaged in disruptive conduct, as defined below, may be prohibited from addressing the Commission at future meetings as set forth below.

"Request to Address" forms shall request the following information from the constituent:

- i. The name of Commission
- ii. Date of meeting
- iii. Agenda item number to be discussed or check Public Comment or Other
- iv. If the constituent is in favor or opposed to the agenda item

- v. Constituent's name
- vi. Constituent's telephone number
- vii. Constituent's address (optional)
- viii. Name of organization (if applicable)

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Section 12. **REMOVAL FROM COMMISSION MEETINGS.** At the discretion of the Chair or upon vote of the Commission, the Chair may order removed from the meeting any person who commits the following acts of disruptive conduct at a regular, adjourned regular or special meeting of the Commission:

- a. Disorderly, contemptuous or insolent behavior toward the Commission or any member thereof, tending to interrupt the due and orderly course of said meeting;
- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting;
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Commission;
- d. Any other lawful interference with the due and orderly course of said meeting; and any person so removed shall be excluded from further attendance at the meeting from which he or she has been removed, unless permission to attend is granted upon a majority vote of the Commission; and
- e. In addition, any person so removed on the basis of disruptive conduct described above may not be allowed to address the Commission for up to a maximum of 90 days. The period of prohibition from addressing the Commission will be determined by the Chair, or the Commission upon a vote, based on the number and severity of prior incidents of disruptive conduct.

Any such removal shall be effected by a peace officer upon being directed by the Chair.

Section 13. **PUBLIC COMMENT – NON-AGENDA ITEMS.** Notwithstanding any other provision of these Rules, members of the public shall have the right to address the Commission on items of interest which are within subject matter jurisdiction of the Commission. A person requesting to address the Commission on a non-agenda

item will be allowed up to three minutes per meeting. A person addressing the Commission shall avoid personalities on an agenda or non-agenda item. Any individual found to exhibit disruptive conduct, as defined above, may be prohibited from addressing the Commission on agenda items during public comment at future meetings as set forth above.

**Section 14. USE OF CELL PHONE AND PAGERS DURING COMMISSION MEETINGS.** All pagers and cell phones belonging to the public, press or Commission personnel must be placed on vibrate mode or be turned off while a Commission meeting is in session.

**Section 15. ORDER OF BUSINESS.** The business of each regular meeting of the Commission shall be transacted as far as practicable in the following order:

- a. Call to order and pledge of allegiance;
- b. Action on minutes of prior meeting;
- c. Posted agenda items, e.g., regular reports, old business, new business, staff reports;
- d. Items not on the posted agenda to be discussed and (if requested) placed on the agenda for action at a future meeting of the Commission, or items requiring immediate action because of an emergency situation involving severe impairment to the public health or safety or where the need to take action arose subsequent to the posting of the agenda;
- e. Comments by members of the public on matters that are within the subject matter jurisdiction of the Commission;
- f. Presentation of scrolls, where applicable; and
- g. Adjournment.

**Section 136. AGENDAS AND POSTING REQUIREMENT.** Agendas will be posted at least 72 hours in advance of each regular meeting at the Department of Beaches and Harbors' Marina del Rey Headquarters, located at 13837 Fiji Way, Marina del Rey; the Burton Chace Park Community Room, located at 13650 Mindanao Way, Marina del Rey; the Marina del Rey Information Center, located at 4701 Admiralty Way, Marina del Rey; the Department's website (<http://beaches.lacounty.gov>); and at the next scheduled meeting site. The agenda will describe each agenda item to be considered, the proposed action, and the location and time of the meeting.

~~Section 14. MATTERS FOR CLOSED SESSIONS. The Brown Act allows The Commission to go into closed session to discuss the following matters:~~



a. Pending litigation.

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b. National security or the security of public buildings and/or threats to public access to public services and facilities.

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c. Personnel matters.

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**Section 15. CLOSED SESSIONS—PROCEDURES.** In order to maintain compliance with the Brown Act, the intent of which is to insure that the public's business is conducted in open meetings, the following procedures will be followed whenever The Commission holds a closed session:

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a. Prior to or after any closed session, The Commission must publicly state the general reason or reasons for the closed session. Specific statutory authority may be cited.

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b. If the closed session is to discuss pending litigation which has been formally initiated before a court, an administrative body, a hearing officer or an arbitrator, the title of the litigation must be cited in the public statement, unless it would jeopardize the County's ability to serve process on an unserved party or to conclude settlement negotiations, and a memorandum of reasons and authority for the closed session shall be prepared by the County Counsel and filed with the minutes and records of The Commission.

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c. In closed session, The Commission may only discuss the matters covered in the public statement.

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d. A minute book shall be kept of the topics discussed in the closed sessions and the decision made. This book shall not be a public record and may only be viewed by members of The Commission, or court of general jurisdiction in the event of an alleged violation of the Brown Act.

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## CHAPTER V MISCELLANEOUS PROVISIONS

**Section 167. SECONDED MOTION.** Each motion made by any member of the Commission shall require a second. Motions and seconds may be made by any member of the Commission, including the Chairperson.

**Section 178. ROLL CALL.** Actions will be taken by voice vote except where specifically required by law or requested by a member. In the absence of objection during a voice vote, the Chair may order the item unanimously approved. If vote is by roll call, any member present may vote aye, nay or abstain.

Section 189. **SIGNS.** Except with prior authorization of the Chair, no placards, signs or posters or packages, bundles, suitcases or large objects shall be brought into the Meeting Room.

Section 19-20. **DISRUPTIONS.** All demonstrations, including cheering, yelling, whistling, hand clapping and foot stampings are prohibited.

Section 201. **DISTRIBUTION OF LITERATURE.** Except with prior authorization of the Chair, the distribution of literature, of whatever nature or kind, is prohibited.

Section 212. **SMOKING.** Smoking is prohibited in the Commission Meeting Room.

Section 223. **LOBBYISTS.** ~~In accordance with Los Angeles County Ordinance No. 92-0071, Chapter 2.160 relating to lobbyists,~~ The Chair may refuse permission to any person not registered as a "County lobbyist" in accordance with provisions of Chapter 2.160 of the Los Angeles County Code who ~~fails to comply with the requirements of this chapter may be refused permission~~ is seeking to address the ~~Board of Supervisors or any County Commission, except~~ in his or her own behalf, ~~during such period as failure to comply with this chapter continues~~ capacity as a "County lobbyist", as that term is defined in Chapter 2.160 of the Los Angeles County Code.

Revised 6/22/11





*To enrich lives through effective and caring service*

June 16, 2011



**Santos H. Kreimann**  
Director

**Kerry Silverstrom**  
Chief Deputy

TO: Beach Commission  
FROM: *Cabrina Love for*  
Santos H. Kreimann, Director

SUBJECT: **ITEM 4B – PRESENTATION OF THE DEPARTMENT OF BEACHES  
AND HARBORS STRATEGIC PLAN FOR 2011-2013**

Item 4B is a presentation on the Department's recently released Strategic Plan. It includes the Department's Vision and Mission statements, as well as its four major goals. The Department's Vision statement is:

**To be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations.**

The Department's Mission statement is:

***Caring for Your Coast* in a sustainable manner by providing clean, safe, and accessible public urban beaches and Marina del Rey harbor while promoting quality of life, economic vitality, boating and other recreational opportunities.**

The four major goals are as follows:

- **Goal 1: Service Excellence** – Delivering service excellence to both beach and Marina del Rey (MdR) users that enhances their access to and use of the coastline for boating and other recreational purposes;
- **Goal 2: Economic Growth** – Building a vibrant MdR community and attractive beach areas, resulting in increased visitorship and, more broadly, economic development for the region;
- **Goal 3: Environmental Stewardship** – Protecting the beach and marina environment for the benefit of current and future generations;
- **Goal 4: Internal Effectiveness** – Improving our operations, our policies, and our workforce and its culture to make us more effective in *Caring for Your Coast*.

We welcome the opportunity to work with your Commission in carrying out our 2011-2013 Strategic Plan. Please review the Plan and feel free to share your comments with us not only next week at your meeting, but also on an ongoing basis.

SHK:KS:cm  
Attachment

LOS ANGELES COUNTY



Department of  
**Beaches &  
Harbors**

County of Los Angeles  
Department of Beaches and Harbors  
*Strategic Plan 2011-2013*

February 2011

# County of Los Angeles

## Department of Beaches and Harbors

*Strategic Plan 2011-2013*

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## Message from the Director

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Dear Reader:

I am pleased to present the Department of Beaches and Harbors' 2011-2013 Strategic Plan, which reflects valuable input received over the past few years from members of the public and business community, the Board of Supervisors and other County agencies. Also, I would like to thank everyone on my staff who collectively invested countless hours of reflection, study and discussion to develop this Plan. It will be a guiding document that serves as a road map in transforming our Department and its operations for the benefit of our residents and beach-going public.

This plan provides a clear depiction of our Vision, Mission, Values and Action Plans that we intend to pursue and implement over the next three years in *Caring for Your Coast*. More specifically, it has been developed to refocus our collective energies to: 1) achieve a higher level of service excellence for the benefit of our stakeholders; 2) promote economic growth and enhance the quality of life of our residents; 3) increase public access and expand recreational opportunities along our coastline; and 4) protect the beach and marine environment that is entrusted into our care.

By publishing our Plan, we seek to increase communication with all those who have an interest in how we manage some of the most beautiful coastline and certainly one of the most visited areas in the world. It is a living document that will continually change and grow in the years to come depending on the challenges and opportunities that may arise. As a result, we welcome your continued input on this Plan.

We look forward to partnering with all of our stakeholders, as we carry out our vision to be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations.

Best regards,

SANTOS H. KREIMANN  
Director of Beaches and Harbors

# County of Los Angeles

## Department of Beaches and Harbors

*Strategic Plan 2011-2013*

### Strategic Plan Executive Summary

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#### Our Vision

To be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations

#### Our Mission

*Caring for Your Coast* in a sustainable manner by providing clean, safe, and accessible public urban beaches and Marina del Rey harbor while promoting quality of life, economic vitality, boating and other recreational opportunities

#### Our Stakeholders

The Los Angeles County Department of Beaches and Harbors (DBH or Department) has many stakeholders and populations who care about and benefit from the beaches owned or operated by Los Angeles County (Beaches) and Marina del Rey (MdR or Marina). These populations (defined as Stakeholders) include County visitors and beach users of all economic levels and ages, beach area residents and their local governments, MdR boaters and residents, MdR lessees, domestic and international tourists, businesses, environmental groups, regulatory authorities such as the Coastal Commission, elected officials, nonprofit organizations, commissions, other County departments such as the Department of Regional Planning (DRP) and the Board of Supervisors (BOS). Even individuals who do not visit the coastline benefit from the economic activity that results from the Beaches and MdR.

#### Our Goals

- **Goal 1 - Service Excellence.** Delivering service excellence to both beach and MdR users that enhances their access to and use of the coastline for boating and other recreational purposes.
- **Goal 2 - Economic Growth.** Building a vibrant MdR community and attractive beach areas, resulting in increased visitorship and, more broadly, economic development for the region.
- **Goal 3 - Environmental Stewardship.** Protecting the beach and marina environment for the benefit of current and future generations.
- **Goal 4 - Internal Effectiveness.** Improving our operations, our policies, and our workforce and its culture to make us more effective in *Caring for your Coast*.

The order of the four goals does not reflect the relative importance of any of them – they are all important for DBH's success in both the near and longer term.

## Our Strategies

The focus of this Strategic Plan is to develop strategies to balance the first three goals. All of these strategies will be more easily achieved with improvements in DBH's operations and work culture, such as those outlined in **Goal 4 - Internal Effectiveness**.

### Strategies for Goal 1: Service Excellence

**Strategy 1.1:** Expand beach use by enhancing existing access, recreational programs, and amenities, resulting in increases in beach visitors and lengthening the season of active beach use

**Strategy 1.1A:** Improve parking operations and investigate means to increase ease of access to Beaches

**Strategy 1.1B:** Assess the needs of various County populations through market segmentation analysis to prioritize programs, facilities, and amenities, and plan communications strategies to reach the markets

**Strategy 1.1C:** Investigate opportunities to lengthen the season for active use of the Beaches

**Strategy 1.1D:** Prepare Beach Profiles and a Beach Management Blueprint for future, strategic direction

**Strategy 1.2:** Act upon broad-based input from MdR stakeholders to improve customer satisfaction

**Strategy 1.3:** Implement a Lead Department model to improve coordination of public services provided to MdR harbor stakeholders

**Strategy 1.4:** Promote increased recreational boating in Marina del Rey

### Strategies for Goal 2: Economic Growth

**Strategy 2.1:** Assist in developing the future direction of MdR

**Strategy 2.1A:** Provide input as a stakeholder for the third generation redevelopment of MdR

**Strategy 2.1B:** Procedurally assist DRP in its visioning process for the future direction of MdR

**Strategy 2.2:** Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

**Strategy 2.3:** Pursue revenue enhancement opportunities using our coastal assets

**Strategy 2.4:** Evaluate means of increasing revenues from MdR leases

**Strategy 2.5:** Develop new arrangements that provide revenue to support DBH operations

### Strategies for Goal 3: Environmental Stewardship

**Strategy 3.1:** Define the Department's official position regarding its beach and marina environmental role

**Strategy 3.2:** Develop environmental policies and procedures consistent with DBH's environmental position (defined in Strategy 3.1)

**Strategy 3.3:** Implement the environmental policies and procedures

## Strategies for Goal 4: Internal Effectiveness

**Strategy 4.1:** Improve work processes and risk management practices, increase staff training, and promote efficiency efforts

**Strategy 4.1A:** Improve processes and systems

**Strategy 4.1B:** Manage risk

**Strategy 4.1C:** Provide expanded training and staff development

**Strategy 4.1D:** Promote efficiency efforts

**Strategy 4.2:** Update policies and codes for beach and harbor use

**Strategy 4.2A:** Update the County's Beach and Harbor Ordinances along with the Beach Use Permit Policy

**Strategy 4.2B:** Develop a new process for selecting youth camps to operate on DBH Beaches

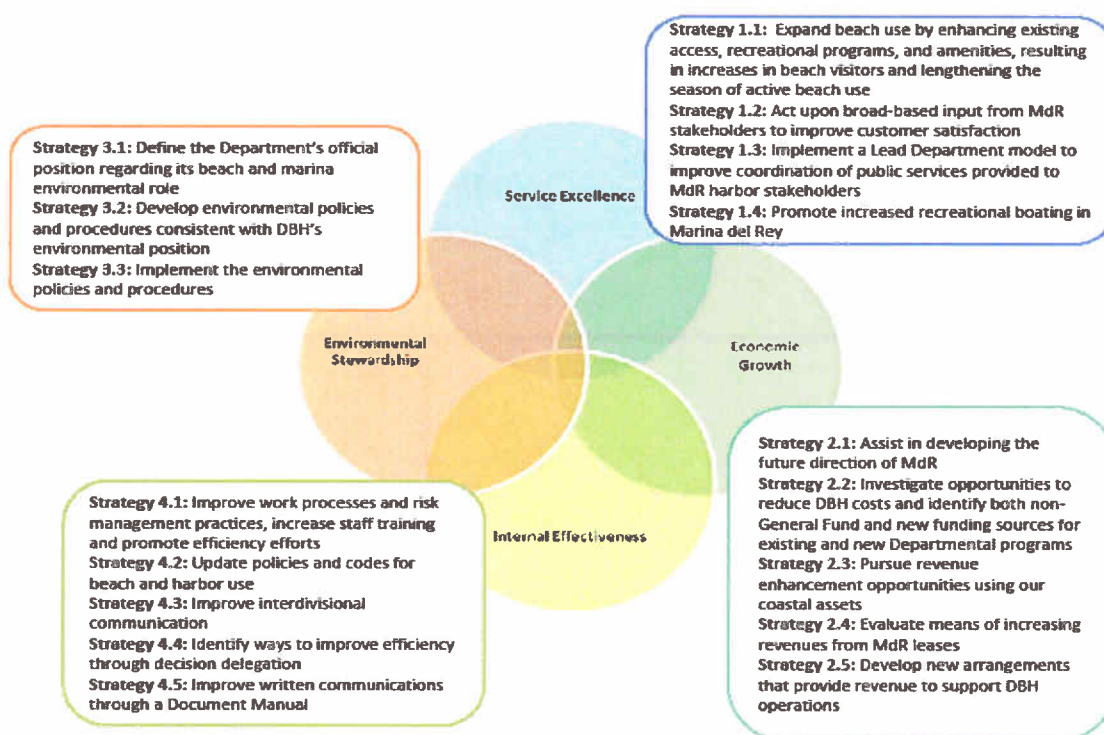
**Strategy 4.3:** Improve interdivisional communication

**Strategy 4.3A:** Create and maintain a notification process for events and activities

**Strategy 4.3B:** Establish peer-to-peer meetings as necessary in the Department to improve preparedness for events and activities

**Strategy 4.4:** Identify ways to improve efficiency through decision delegation

**Strategy 4.5:** Improve written communications through a Document Manual





## Our Values

We plan to achieve these goals by improving the way we do our work – the way we work with each other and others outside of our Department. We plan on continuing to change our work culture based on our shared beliefs. Our core values will shape the attitudes we hold as we accomplish our goals. We will also perform all of this work with integrity – We will act consistent with our values and uphold the highest ethical standards.

Because our Department is dedicated to *Caring for Your Coast*, we have appropriately summarized our values to emphasize C.O.A.S.T.:

Collaboration

Open to possibilities

Action-oriented

Sustainability

Transparency



## Chapter 1: Background

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The County of Los Angeles, with a population of more than 10 million people, has more residents than any other county in the nation. Within its boundaries are 88 cities. The County is rich in cultural diversity and home to world-renowned museums, theaters, the motion picture industry, major universities, and numerous fine restaurants. In addition, the County has mountains, deserts, and the beautiful Pacific Ocean, along with some of the world's finest urban seaside, beach, and recreational attractions.

### Department of Beaches and Harbors

The County of Los Angeles government has 39 major administrative units or departments that serve the needs of the County's diverse population. DBH specifically provides management of both MdR and County-owned or operated beaches (Beaches). DBH's role is to enhance public access and enjoyment while raising County revenue through professional and accountable asset management. This role includes Marina lease administration and leasehold redevelopment; beach concession, parking and use permit administration; beach and Marina maintenance (refuse removal, restroom cleaning, grounds maintenance, and facility repairs); Marina leasehold and beach facilities maintenance inspections; planning and implementation of MdR and beach capital improvement and infrastructure programs; marketing and management of promotional campaigns; promoting recreational boating; and offering programs for children including the Day in the Marina and the Water Awareness, Training, Education, and Recreation (W.A.T.E.R.) programs.

### Marina del Rey

MdR, located between Long Beach and Ventura, is the largest man-made small craft harbor in the United States and is homeport to over 4,700 boat slips. It has become a model for other urban marinas



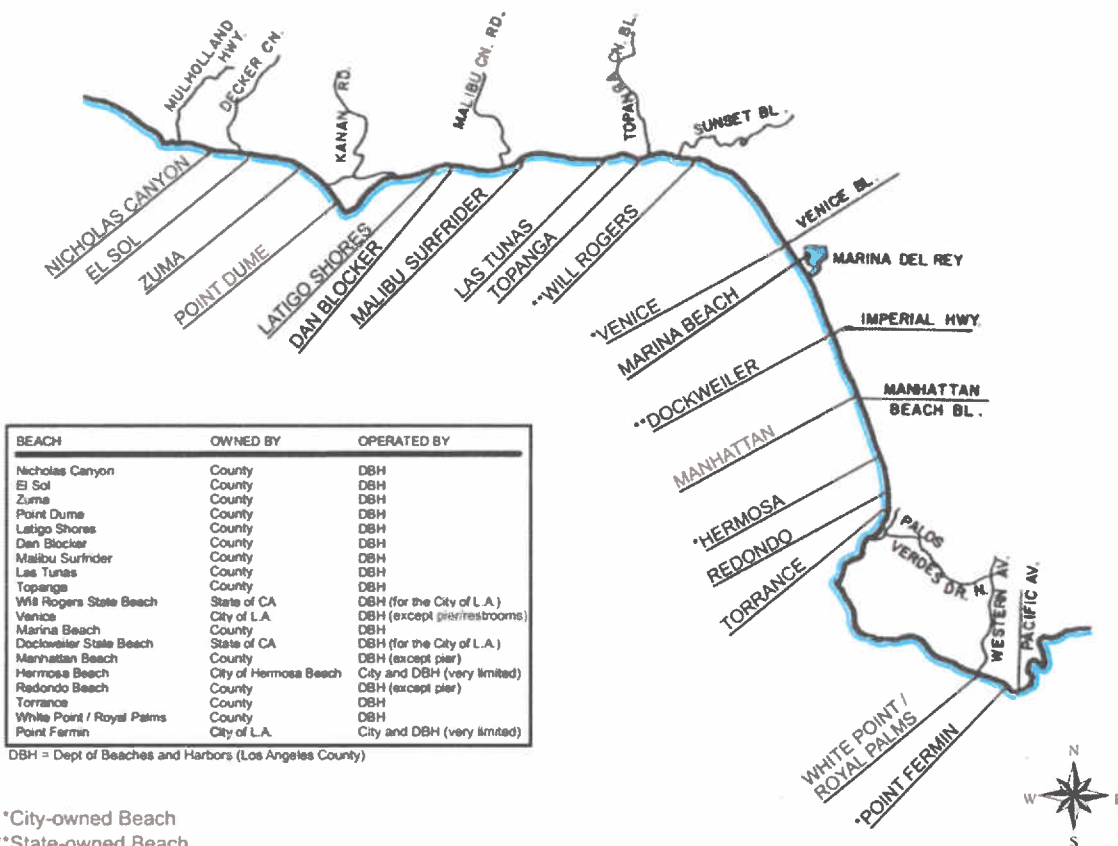
throughout the world. The Marina should not be thought of as a finished product, but rather constantly evolving, with an inherent capacity to accept change. Currently, the County continues to strive for an optimum balance between public and private interests. The Marina provides many different functions and activities that support both the recreational and economic needs of the greater Los Angeles metropolitan area.

## Los Angeles County Beaches

The beaches owned or operated by Los Angeles County through our Department are some of the most recognizable and most popular coastal areas in the world. Each year, these Los Angeles County beaches attract more than 50 million visitors, both tourists and locals alike. More than 25 miles of scenic sandy Beaches and an abundance of ocean activities keep visitors entertained and coming back year after year.

Our Beaches stretch from Nicholas Canyon in Malibu to Point Fermin in San Pedro. They include facilities, such as parking lots, restrooms, showers, concession stands, fire pits, volleyball areas, picnic areas, the Marvin Braude Bike Trail, and the only “on the beach” recreational vehicle park in Los Angeles County. All these Beaches are patrolled by local law enforcement agencies, with County Lifeguards ensuring the safety of all beachgoers through as needed emergency medical treatment and lifesaving water rescues. Our Beaches are full of history and culture and are as plentiful and diverse as the County itself.

### BEACHES OWNED OR OPERATED BY LOS ANGELES COUNTY



## Chapter 2: Strategic Planning Process

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In 1999, the County of Los Angeles adopted a Strategic Plan and has modified and updated that plan several times in the intervening decade. The County of Los Angeles Strategic Plan includes a Mission Statement, Goals, Strategies, and Objectives that all form the framework for County department strategic plans. Each department is required to develop a strategic plan consistent with the County-wide initiative.

### Relationship to County Strategic Plan

There are five Strategic Goals identified in the County of Los Angeles Strategic Plan:

- Operational Effectiveness
- Children, Family and Adult Well-Being
- Community and Municipal Services
- Health and Mental Health
- Public Safety

The County of Los Angeles Strategic Plan and the Mission, Values, and Goals identified in that plan have served as a guide for the development of this DBH Strategic Plan 2011-2013.

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*Our strategic goals are most closely linked to the **County's Operational Effectiveness and Community and Municipal Services Goals**. In addition, DBH has a unique position in the County, as the only County department that operates at a surplus. In this way, **DBH's reinvestment in the County supports all five of the County's Strategic Goals**.*

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### DBH Strategic Planning Retreat

On May 18, 2010, DBH leaders – managers and supervisors, Division Chiefs, Deputy Director, Chief Deputy Director, and the Department Director – met at the Dockweiler Youth Center to discuss DBH's Strengths, Weaknesses, Opportunities, and Threats (SWOT); mission, vision, and values; and strategic priorities. The Strategic Planning Retreat provided the opportunity for the participants to communicate openly across Division lines and develop a strategic direction.

### Strategic Planning Work Groups

Strategic Planning Work Groups were formed to develop Action Plans to accomplish objectives for each of the four unique Strategic Goals specific to DBH identified and agreed on at the Strategic Planning Retreat.



## Chapter 3: Vision, Mission, and Values

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The successful implementation of our Strategic Plan will require every employee to understand and focus on achieving our organization's mission, vision, goals and objectives. It will also require each employee to embrace the values that are held in high esteem by our Department.

Therefore, as an organization, we will be consistent in our purpose and direction, we will remain flexible and open to suggestions, and we will reflect our shared values in our everyday actions and words. Above all, we will work collaboratively and move together to achieve our shared vision of being responsible and proactive stewards of world-renowned public urban beaches and Marina del Rey harbor.

### Our Vision

To be a responsible and proactive steward of world-renowned public urban beaches and Marina del Rey harbor for the benefit of current and future generations

### Our Mission

*Caring for Your Coast* in a sustainable manner by providing clean, safe, and accessible public urban beaches and Marina del Rey harbor while promoting quality of life, economic vitality, boating and other recreational opportunities

### Our Values

DBH has identified five values that not only reflect the County values, but also speak specifically to our unique operations and responsibilities in *Caring for Your Coast*. These values include **Collaboration**, **Open to Possibilities**, **Action-orientated**, **Sustainability**, and **Transparency**. These values align with our Strategic Plan Goals and are demonstrated in how we conduct ourselves both internally within DBH and externally towards our Stakeholders. Our values are:

### *Caring for Your...*

**C** **Collaboration** – We believe in cooperation, consensus building, and coordinated teamwork for the benefit of the County's coastal resources. We accomplish this through improved internal Department communication within and across Divisions and with our external stakeholders.

**O** **Open to Possibilities** – We embrace innovation and welcome differences of opinion and individual initiative. We exhibit this value by being responsive to stakeholder needs, encouraging ingenuity, and adopting new technologies to streamline our business operations.

**A** **Action-oriented** – We believe that action is preferable to inaction. We uphold a high standard of excellence through prompt and efficient execution of our work, both routine and specialized.

**S** **Sustainability** – We manage the County's valuable coastal assets to generate revenue to reinvest for the benefit of the County's more than 10 million residents, provide safe use and open access for our visitors, and preserve these resources for generations to come.

**T** **Transparency** – We believe in open, honest communications and operations and take full responsibility for our decisions, behaviors, and actions every day, all day.

## Chapter 4: Strategic Goals and Action Plans

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The focus of this Strategic Plan is to develop strategies to balance:

- **Goal 1: Service Excellence** – Delivering service excellence to both beach and MdR users that enhances their access to and use of the coastline for boating and other recreational purposes
- **Goal 2: Economic Growth** – Building a vibrant MdR community and attractive beach areas, resulting in increased visitorship and, more broadly, economic development for the region
- **Goal 3: Environmental Stewardship** – Protecting the beach and marina environment for the benefit of current and future generations

All of these strategies will be more easily achieved with improvements in DBH's operations and work culture, such as those outlined in **Goal 4: Internal Effectiveness**.

The order of the four goals does not reflect the relative importance of any of them – they are all important for DBH's success in both the near and longer term.

### Goal 1: Service Excellence



DBH's responsibility to its Stakeholders to maintain MdR and the Beaches as both attractive and accessible resources is as important as the Department's responsibility for revenue generation. Our Stakeholders include County visitors and beach users of all economic levels and ages, beach area residents and their local governments, MdR boaters and residents, MdR lessees, domestic and international tourists, businesses, environmental groups, regulatory authorities such as the Coastal Commission, elected officials, nonprofit organizations, commissions, other County departments and the Board of Supervisors (BOS). We seek to support the

health and safety of all those who enjoy our facilities, our Beaches and our harbor.

We have identified four strategic areas to focus on during the next three years.

### Strategies

**Strategy 1.1:** Expand beach use by enhancing existing access, recreational programs, and amenities, resulting in increases in beach visitors and lengthening the season of active beach use

**Strategy 1.1A:** Improve parking operations and investigate means to increase ease of access to Beaches

**Strategy 1.1B:** Assess the needs of various County populations through market segmentation analysis to prioritize programs, facilities, and amenities and plan communications strategies to reach the markets

**Strategy 1.1C:** Investigate opportunities to lengthen the season for active use of the Beaches

**Strategy 1.1D:** Prepare Beach Profiles and a Beach Management Blueprint for future, strategic direction

**Strategy 1.2:** Act upon broad-based input from MdR stakeholders to improve customer satisfaction

**Strategy 1.3:** Implement a Lead Department model to improve coordination of public services provided to MdR harbor stakeholders

**Strategy 1.4:** Promote increased recreational boating in Marina del Rey



## Action Plans

### Beach Access and Recreation

**Strategy 1.1:** Expand beach use by enhancing existing access, recreational programs, and amenities, resulting in increases in beach visitors and lengthening the season of active beach use

Within our Stakeholder base, we can both increase the number of beach visitors and enhance their enjoyment of the public coastline.

Access is a priority. This involves updating our pay and display parking equipment, examining how we can improve traffic flow in our parking lots, and encouraging increased public transit opportunities and other transportation options that reduce vehicle use. Access also involves making the Beaches accessible to potential underserved or unserved populations, such as perhaps inner-city families and people with disabilities. DBH's W.A.T.E.R. program is one way that the Department helps young people – who normally would not have such an opportunity – to enjoy the beach.

We will also survey our beach visitors to better understand what they would like to do at the beach and encourage new and additional recreational activities that bring visitors throughout the year.

Finally, to prepare for and give direction to expanded beach use, we will develop Beach Profiles for each beach and an overall Beach Management Blueprint.

### 1.1A -- Public Access and Parking Operations

Those who drive to our Beaches daily use our pay and display parking machines and then navigate through our parking lots to enjoy a day at the beach. To improve our visitors' experience, we will update this equipment and improve how vehicles enter, travel through and then exit these lots. In addition, what else can be done to encourage ease of access to the Beaches? Various options will be explored and then advocated to other agencies.

**Strategy 1.1A:** Improve parking operations and investigate means to increase ease of access to Beaches

**Outcomes:**

- *By December 2012, install new revenue collection technology at County beach and MdR parking lots*
- *By March 2013, develop a plan for improving parking lot operations, to include reducing parking lot congestion and delays*
- *By April 2013, recommend new or enhanced access options and begin advocating for changes*

Objective	Lead	Support	Timeframe
<b>Replace beach and MdR parking lot revenue collection technology</b>			
<b>Objective 1.1A.1:</b> Determine the funding approach to purchase or lease new revenue collection technology, whether through one-time County funding or lease financing	Administrative Services Division (ASD)	Executive Office	January 1, 2011 to May 31, 2011

Objective	Lead	Support	Timeframe
<b>Objective 1.1A.2:</b> Develop the specifications for the technology and solicit bids	ASD	Facilities and Property Maintenance Division (FPMD)	June 1, 2011 to December 31, 2011
<b>Objective 1.1A.3:</b> Select the technology provider, install the new technology, and inform the public	ASD	Community and Marketing Services Division (CMSD) FPMD	January 1, 2012 to December 31, 2012
<b><i>Reduce parking lot congestions and delays</i></b>			
<b>Objective 1.1A.4:</b> Analyze peak hour parking lot demand on average summer weekend, identifying current issues or problems with: <ul style="list-style-type: none"> <li>• Safety</li> <li>• Queuing and delays</li> <li>• Space availability</li> </ul>	ASD	Planning Division (PLN) Local police/ sheriff	April 1, 2012 to September 30, 2012
<b>Objective 1.1A.5:</b> Recommend solutions, including operational (staffing, intersection controls, etc.) and major maintenance/capital projects (re-striping, additional exits or entrances and signage)	ASD	FPMD PLN	October 1, 2012 to December 31, 2012
<b>Objective 1.1A.6:</b> Prioritize recommended solutions and schedule for implementation	ASD	FPMD PLN	January 1, 2013 to March 31, 2013
<b>Objective 1.1A.7:</b> Implement improvements to parking lots	ASD	FPMD PLN	Per schedule
<b><i>Improved beach access</i></b>			
<b>Objective 1.1A.8:</b> Catalog current methods (vehicles, pedestrian, bicycle, public transit, and water-based) for beach access by facility, including seasonal, origin/destination and time of day differences, and analyze how stakeholders both currently and actually want to access the beach	PLN	ASD CMSD FPMD	April 1, 2012 to November 30, 2012

Objective	Lead	Support	Timeframe
<b>Objective 1.1A.9:</b> Solicit current intentions or plans from other agencies that may result in increased access (e.g., transportation options, parking areas near Beaches and water-based transportation)	PLN	Public Works (DPW) Transportation Task Forces Transit Agencies	December 1, 2012 to March 31, 2013
<b>Objective 1.1A.10:</b> Recommend new and/or enhanced access choices and propose how they could be implemented; advocate for choices with appropriate agencies	PLN	Asset Management Division (AMD) ASD CMSD FPMD	April 1, 2013  Options to have deadlines  Ongoing advocacy



## 1.1B -- Market Analysis of Beach Stakeholders

As mentioned earlier, our Stakeholders include a variety of persons that enjoy our Beaches, the demographics of which vary by age, geography and interests, to name a few. It is important to study why beach users prefer one area over another and what additional services those visitors are seeking in particular areas. Then, we can prioritize and appropriately locate new beach recreational programs, facilities, and amenities. We must remember to be expansive in how we communicate our new offerings to the different populations.

**Strategy 1.1B:** Assess the needs of various County populations through market segmentation analysis to prioritize programs, facilities, and amenities, and plan communications strategies to reach the markets

**Outcomes:**

- *By January 2013, complete segmentation analysis of beach-users*
- *By December 2013, identify and prioritize recommendations to provide additional programs, facilities, and amenities to serve stakeholders (Note: to be coordinated with Strategy 2.3)*

Objective	Lead	Support	Timeframe
<b>Objective 1.1B.1:</b> Identify beach users, such as (1) residents, (2) seniors, (3) international visitors, and (4) athletes and recreational users, and examine usage patterns at various locations	CMSD	AMD FPMD PLN	January 1, 2012 to December 31, 2012
<b>Objective 1.1B.2:</b> Investigate what programs, facilities, and/or amenities would bring existing users identified above on a more frequent basis and start bringing non-users to the beach	CMSD	AMD FPMD PLN	January 1, 2013 to September 30, 2013
<b>Objective 1.1B.3:</b> Identify and prioritize recommendations to provide additional programs, facilities and/or amenities supported by current and future beach users	AMD	CMSD FPMD PLN	October 1, 2013 to December 31, 2013
<b>Objective 1.1B.4:</b> Coordinate implementation of approved priorities, develop communications strategies, and initiate potential agreements for the new services (see Strategy 2.3)	AMD	CMSD FPMD PLN	Post 2013

## 1.1C -- Extended Active Season for the Beaches

Traditionally, our Beaches are heavily used by residents and visitors alike from Memorial Day to Labor Day. During the off season, these Beaches (with their parking lots and concessions) are not used to their capacity and have opportunity for greater use in our year-round temperate climate.

### Strategy 1.1C: Investigate opportunities to lengthen the season for active use of the Beaches

**Outcome:**

- **By March 2012, implement at least two additional beach programs**

Objective	Lead	Support	Timeframe
<b>Objective 1.1C.1:</b> Perform an analysis to identify beaches most appropriate to host the events in 1.1C.2, considering weather and "winterization" issues	CSMD	ASD FPMD Coastal Cities	January 1, 2012 to February 28, 2013
<b>Objective 1.1C.2:</b> Implement programs, in partnership when possible with coastal cities, that encourage expanded use of the beach, especially during holiday periods such as Spring Break. Possibilities include: <ul style="list-style-type: none"> <li>• Movies on the Beach</li> <li>• Sandcastle competition</li> <li>• Waterside shuttle services</li> <li>• Landside shuttle services</li> <li>• Tournament sports <ul style="list-style-type: none"> <li>□ Soccer</li> <li>□ Paddleball</li> <li>□ Beach tennis</li> <li>□ Basketball</li> <li>□ Over the line</li> </ul> </li> </ul>	CSMD	AMD FPMD Coastal Cities	March 1, 2012 to December 31, 2013
<b>Objective 1.1C.3:</b> Measure attendance at beach-site programs to assess effectiveness; develop recommendations for ongoing implementation of most successful initiatives	CSMD	FPMD	March 1, 2012 to December 31, 2013

## 1.1D -- Beach Profiles and a Beach Management Blueprint

The Department operates beaches from Nicholas Canyon in a secluded portion of Northern Malibu to White Point / Royal Palms in San Pedro, next to the bustling ports of Los Angeles and Long Beach. Our Beaches cover diverse environments with users from many walks of life. This Strategy seeks to match appropriate uses for each beach with its particular users and unique environment. Our aim is to enhance public use and introduce new visitor-serving development opportunities at each beach, while also planning for improved access (see Strategy 1.1A) and the repair/replacement of beach infrastructure.

### Strategy 1.1D: Prepare Beach Profiles and a Beach Management Blueprint for future, strategic direction

#### Outcomes:

- *By July 2012, develop Beach Profiles*
- *By December 2013, substantially develop an overall Beach Management Blueprint incorporating the Beach Profiles*

Objective	Lead	Support	Timeframe
<b>Objective 1.1D.1:</b> Establish a work group to develop the outlines and content of Beach Profiles, while working in coordination with Strategies 1.1A-1.1C	PLN	AMD CMSD FPMD	September 1, 2011 to November 30, 2011
<b>Objective 1.1D.2:</b> Develop draft Beach Profiles with assistance from consultants and other County agencies, to include (1) beach users, existing services and amenities, (2) useful life of beach facilities and when they should be replaced, (3) environmental and physical attributes, (4) any legal restrictions or easements that effect property use, and (5) existing access and revenue generation	PLN	Work Group ASD DPW Department of Regional Planning (DRP)	December 1, 2011 to July 30, 2012
<b>Objective 1.1D.3:</b> Executive Office review of the draft Beach Profiles	Executive Office	Work Group	August 1, 2012 to September 30, 2012
<b>Objective 1.1D.4:</b> Develop a Beach Management Blueprint (using information from Strategy 1.1B) that lays out recommended future directions	PLN	Work Group DPW	October 1, 2012 to October 31, 2013
<b>Objective 1.1D.5:</b> Executive Office review of the draft Blueprint	Executive Office	PLN	November 1, 2013 to December 31, 2013
<b>Objective 1.1D.6:</b> Complete the Blueprint and distribute copies to County agencies (e.g., Board of Supervisors, Chief Executive Office, and DPW)	PLN	Work Group	Post 2013
<b>Objective 1.1D.7:</b> Assign responsibilities for implementation of the Blueprint	Executive Office	Work Group	Post 2013

## MdR Customer Satisfaction

### Strategy 1.2: Act upon broad-based input from MdR stakeholders to improve customer satisfaction

Stakeholder communities in MdR share their opinions on the operation and redevelopment of MdR. DBH will continue to reach out to them through forums that will keep them informed of DBH's activities, events and initiatives. This effort will work in tandem with DBH's effort to implement a Lead Department model for this area (see Strategy 1.3) whereby DBH coordinates County services for MdR stakeholders. The Department is seeking to increase the number of stakeholders in MdR that actively engage with it on issues of importance to the area.

### Strategy 1.2: Act upon broad-based input from MdR stakeholders to improve customer satisfaction

#### Outcome:

- By April 2012, increase the number and variety of MdR stakeholders communicating with the Department

Objective	Lead	Support	Timeframe
<b>Objective 1.2.1:</b> Establish a work group to monitor the effectiveness of DBH's efforts to engage new MdR stakeholders through its current efforts and as necessary implement a broader outreach program (using elements such as the internet, print media, County outreach media, public signage and social media)	CMUSD	ASD PLN CVB LAX Coastal Area Chamber of Commerce (LAX)	March 1, 2011 to April 30, 2011
<b>Objective 1.2.2:</b> Study and recommend which approaches to include, improve or eliminate	Work Group	CMUSD	May 1, 2011 to December 31, 2011
<b>Objective 1.2.3:</b> Develop and implement outreach plan including new approaches	Work Group	CMUSD	January 1, 2012 to March 31, 2012
<b>Objective 1.2.4:</b> Assess results	Work Group	ASD PLN	April 1, 2012 and then annually

## Integrated Municipal Services for Marina del Rey

**Strategy 1.3:** Implement a Lead Department model to improve coordination of public services provided to MdR harbor stakeholders

With various stakeholders in its boundaries, MdR has a community that requires the delivery of integrated municipal services. Adding to the complexity is the involvement of other stakeholders who live outside of the area. Boaters using our facilities may reside throughout Los Angeles County or in neighboring communities. Other external stakeholders include regulatory and public safety agencies.

In 2001, the Chief Executive Office (CEO), Office of Unincorporated Area Services developed and the Board of Supervisors approved a Strategic Plan focused on improved delivery of municipal services. Several models were developed for unincorporated areas, one of which is the Lead Department model. This approach is particularly well suited for MdR, because DBH is for many people the access point to reach County services in this area.

The purpose of the Lead Department model is to deliver seamless services to the public as “one County” using available resources. It also seeks to improve collaboration across functional and jurisdictional boundaries. In addition, a Lead Department model will aid in achieving some of the goals in this Strategic Plan as they relate specifically to MdR.

**Strategy 1.3:** Implement a Lead Department model to improve coordination of public services provided to MdR harbor stakeholders

**Outcome:**

- *By September 2011, develop and submit to the CEO an MOU to implement a Lead Department model for the unincorporated area of MdR*

Objective	Lead	Support	Timeframe
<b>Objective 1.3.1:</b> In cooperation with the CEO and other County departments, develop a Memorandum of Understanding (MOU) identifying DBH as the Lead Department and the levels of service provided by all departments for MdR	Executive Office	All DBH Divisions CEO Sheriff Fire/Lifeguards DPW DRP Public Library	January 1, 2011 to June 30, 2011
<b>Objective 1.3.2:</b> Complete the MOU and begin implementation of the Lead Department model	Executive Office	All DBH Divisions CEO	July 1, 2011 to September 30, 2011
<b>Objective 1.3.3:</b> Evaluate the results of the Lead Department model and continue to refine and improve as needed the cooperative delivery of County services	Executive Office	All DBH Divisions CEO	By December 2012



## Marina del Rey Recreational Boating

### Strategy 1.4: Promote increased recreational boating in Marina del Rey



Marina del Rey is the largest man-made small craft harbor in the United States. As such, it is a magnet for recreational craft throughout Southern California and hosts both national and international boaters. The Department is responsible for managing various publicly-operated areas in Marina del Rey that serve the boating community and also oversees the leases of private anchorages in Marina del Rey that offer thousands of wet slips and dry storage spaces, as well as numerous businesses that provide services for

boaters. For years, DBH through its W.A.T.E.R. program has provided low-cost sailing lessons and boating activities for youth.

The Department works with recreational boaters who use vessels of all types and sizes, such as sailboats, powerboats, kayaks and sculls. We assist groups that actively support water-based activities, such as yacht clubs, rowing clubs, university rowing programs, kayaking organizations and aquatic centers. The Department is committed to advancing recreational boating activities and actively preserving, promoting and increasing recreational boating opportunities. We will accomplish this goal through the creation of a section dedicated to liaison with recreational boaters and staying familiar with the interests of this community. We will continue to negotiate with developers to provide financial support and additional opportunities for public boating activities. In addition, we have been researching the best way to renovate and replace very outdated marinas and dock systems that are long past their useful life and to recommend the best mix of future replacement slips and land-based boating storage facilities. Toward that end, we are completing a coastal development permit application that will provide updated marinas, docks and boating facilities that will position MdR to best meet the future needs of the boating community over the next 40 years.

### Strategy 1.4: Promote increased recreational boating in Marina del Rey

#### Outcomes:

- *By June 2011, secure a Master Waterside development permit (Waterside CDP) for the renovation of public and privately operated marinas*
- *By December 2011, establish a DBH section to communicate and collaborate with the boating communities in Marina del Rey and throughout Southern California*

Objective	Lead	Support	Timeframe
<b>Renovate public and private marinas/docks</b>			
<b>Objective 1.4.1:</b> Submit the Waterside CDP application to the California Coastal Commission (CCC)	PLN	AMD CMSD	March 2011

Objective	Lead	Support	Timeframe
<b>Objective 1.4.2:</b> Assist the CCC as necessary in its review of the CDP application and to secure a favorable CCC staff report and ultimate CCC approval	PLN	AMD CMSD	March 1, 2011 to June 30, 2011
<b>Objective 1.4.3:</b> Construct the approved renovations to the DBH-operated marinas	AMD	PLN CMSD	July 2011 and ongoing
<b><i>DBH section to work with the boating community</i></b>			
<b>Objective 1.4.4:</b> Secure the necessary approvals to establish and staff a new section that will assist DBH as follows in promoting recreational boating in all areas of MdR: <ol style="list-style-type: none"> <li>1. Keep County staff and the boating community mutually informed of each other's goals/needs</li> <li>2. Interface with public safety agencies (e.g., the Harbor Patrol)</li> <li>3. Assist in establishing, refining and commenting on policies/practices that relate to marinas and docks</li> <li>4. Recommend new programs and enhance existing efforts that promote recreational boating</li> <li>5. Track boating related practices and help compile statistics on boater uses</li> <li>6. Handle or advise on boater-related inquiries and questions posed to DBH</li> <li>7. Promote additional docking areas for smaller charter operations, dinghy docks at leaseholds and larger MdR yacht use</li> <li>8. Expand "dock and dine" opportunities</li> <li>9. Partner public and private junior sailing programs</li> <li>10. Manage all County-operated marinas and dry storage facilities</li> </ol>	AMD	ASD PLN CMSD	February 1, 2011 to June 30, 2011
<b>Objective 1.4.5:</b> Establish new section with appropriate staff and office space	AMD	ASD PLN CMSD	July 1, 2011 to December 31, 2011

## Goal 2: Economic Growth



Revenues from MdR leases are used to fund DBH's beach and marina operations, with the excess used for other Countywide public benefit programs, such as public health and health services, public safety, and libraries. MdR is, therefore, an especially important revenue-generating property for the County. Thus, management of the County's valuable coastal assets includes as an important goal generating revenue for the benefit of the County's more than 10 million residents and preserving the harbor's viability for future generations.

While DBH revenues have always been important, the current State fiscal crisis highlights the need for the County to maximize opportunities to generate revenues independent of State sources.

The current schedule for MdR lease expirations provides an opportunity to shape MdR over the next several decades. It will be critical to consider the degree to which net revenue generation for the County should influence the shape of MdR. In addition, DBH will be exploring how to optimize revenues from beach properties.

Finally, managing assets using different approaches than are currently in place could require additional DBH resources. Accordingly, we will pursue ways to cover both these additional and our ongoing operational costs by keeping, at minimum, a portion of all additional revenues raised at the Beaches or in MdR. This strategy will be combined with cost reductions through increased efficiencies (Strategies 2.2 and 4.1d). While net revenue generation will have the greatest impact on County revenues, managing costs is also a responsibility that DBH takes seriously.

### Strategies

**Strategy 2.1:** Assist in developing the future direction of MdR

**Strategy 2.1A:** Provide input as a stakeholder for the third generation redevelopment of MdR

**Strategy 2.1B:** Procedurally assist DRP in its visioning process for the future direction of MdR

**Strategy 2.2:** Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

**Strategy 2.3:** Pursue revenue enhancement opportunities using our coastal assets

**Strategy 2.4:** Evaluate means of increasing revenues from MdR leases

**Strategy 2.5:** Develop new arrangements that provide revenue to support DBH operations





## Action Plans

### Marina del Rey Future Directions

#### Strategy 2.1: Assist in developing the future direction of MdR

The next decade provides a unique opportunity to shape the third generation of MdR. There are important questions that will be addressed as the County through the leadership of DRP moves forward in developing this vision:

- How can efforts to enhance the Marina's importance as an international destination be balanced with its emphasis on serving as a regional location where persons live and recreate?
- How does the County preserve and enhance the boating experience in MdR?
- How should the County balance recreational uses with generating revenues?
- How can the Marina remain both physically and economically viable into the future?

### 2.1A - Unique Input for Third Generation Vision

As the hands-on manager of Marina del Rey, DBH can provide some answers to the questions posed above. It has historical and operational perspectives that position it to make a unique contribution to the County's process for soliciting future plans for MdR.

#### Strategy 2.1A: Provide input as a stakeholder for the third generation redevelopment of MdR

##### Outcome:

- *By October 2012, provide recommendations to DRP for the third generation MdR redevelopment Visioning Process*

Objective	Lead	Support	Timeframe
<b>Objective 2.1A.1:</b> Evaluate zoning, land use, entitlements, lease terms, existing improvements, etc., to identify options and constraints for MdR parcels with lease terminations after 2020	PLN	FPMD AMD	July 1, 2011 to August 31, 2011
<b>Objective 2.1A.2:</b> Develop recommendations for land and waterside MdR redevelopment, taking into account financial implications	PLN	CMSD FPMD AMD	September 1, 2011 to February 29, 2012
<b>Objective 2.1A.3:</b> Secure Executive Office approval of visioning recommendations, updating and finalizing them based upon input received, and transmit to DRP	PLN	CMSD FPMD AMD	March 1, 2012 to September 30, 2012

## 2.1 B – 3<sup>rd</sup> Generation Visioning Process

While DBH provides its own vision for the Marina's future direction, it will also assist DRP in that department's efforts to achieve consensus on the overall direction of Mdr's comprehensive, third generation redevelopment strategy.

### Strategy 2.1B: Procedurally assist DRP in its visioning process for the future direction of Mdr

**Outcome:**

- *By December 2013, assist DRP as the lead agency in substantially completing its visioning process for the future Marina del Rey*

Objective	Lead	Support	Timeframe
<b>Objective 2.1B.1:</b> Provide to DRP information developed in Objective 2.1A.1	PLN	AMD	August 2011
<b>Objective 2.1B.2:</b> Assist when requested in DRP's independent process of evaluating land use, constraints and opportunities for potentially available parcels	PLN	AMD DPW	2 months
<b>Objective 2.1B.3:</b> Assist when requested in gathering data on traffic, infrastructure, and market conditions	PLN	AMD DPW	4 months
<b>Objective 2.1B.4:</b> Assist when requested in coordinating outreach and securing community and stakeholder input during the visioning process	CMSD	AMD PLN	4 months
<b>Objective 2.1B.5:</b> Assist when requested in developing alternatives for the future Mdr	PLN	CMSD FPMD AMD	5 months
<b>Objective 2.1B.6:</b> Assist when requested in coordinating outreach and securing community and stakeholder input on the alternatives developed for the future Mdr	CMSD	AMD PLN	2 months
<b>Objective 2.1B.7:</b> Assist when requested in County process to approve/adopt Local Coastal Program (LCP) amendments	PLN	AMD	9 months
<b>Objective 2.1B.8:</b> Assist when requested in Coastal Commission process to certify LCP amendments	PLN	AMD	11 months

## Cost Reduction and New Funding Sources

**Strategy 2.2:** Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

As a responsible member of the County family, DBH will pursue opportunities to secure funding for Departmental programs from non-General Fund sources. Simultaneously, we will also pursue ways to reduce Departmental costs. Through such cost savings and other funding sources, DBH can reduce its reliance on the General Fund.

Among the items to be considered are cost saving ideas, such as loss prevention strategies, risk management and accident prevention approaches, safety ideas, and reductions in Workers' Compensation claims and costs. DBH will also investigate grant-funding opportunities, productivity and information technology potential, loans and grants, efficiency and conservation ideas, cost sharing, match funding, and "seed" money possibilities, which will allow the Department to reduce its dependence on the County's General Fund and capital project budget.

**Strategy 2.2:** Investigate opportunities to reduce DBH costs and identify both non-General Fund and new funding sources for existing and new Departmental programs

### Outcomes:

- *By September 2011, each work group will develop a list of recommendations and present them to the Executive Office*
- *By December 2011, inform and meet with CEO, Chief Information Office (CIO), and other relevant Departments and agencies*

Objective	Lead	Support	Timeframe
<b>Objective 2.2.1:</b> Establish work groups to investigate, develop, and pursue ways to reduce costs or develop alternate funding opportunities. Hold initial meetings and develop schedule, guidelines, and approach. Consider setting up work groups on: <ul style="list-style-type: none"> <li>• Risk management/accident prevention, and Workers' Compensation</li> <li>• Resource conservation</li> <li>• Grants</li> <li>• Productivity and Efficiencies</li> <li>• Information technology efforts</li> <li>• Cost sharing/match funding</li> </ul>	ASD	All DBH Divisions	March 1, 2011 to April 30, 2011
<b>Objective 2.2.2:</b> Conduct work group research and develop prioritized list of ideas to pursue based on criteria established by the work groups	Work Groups	ASD	May 1, 2011 to August 31, 2011

Objective	Lead	Support	Timeframe
<b>Objective 2.2.3:</b> Present prioritized list to Executive Office, which then chooses ideas to pursue and strategies to implement; prep presentation/submission materials and meet with CEO, CIO, and other relevant staff and agencies to present ideas	Executive Office	Work Groups ASD	September 1, 2011 to December 31, 2011
<b>Objective 2.2.4:</b> Implement approved cost-reduction and alternate funding changes/proposals	Work Groups	ASD	January 2012 and ongoing
<b>Objective 2.2.5:</b> Perform needed follow-up work; incorporate into 2012-13 Budget Request and/or take other necessary actions to secure funding and pursue savings and, as opportunities arise, secure new non-General Fund revenue	Work Groups	ASD	January 2012 and ongoing
<b>Objective 2.2.6:</b> Evaluate and document the results from exploring and putting forth ideas, to develop a list of lessons learned to assist in future efforts	Work Groups	ASD	February 2012

## Revenue Generation

### Strategy 2.3: Pursue revenue enhancement opportunities using our coastal assets

Consistent with existing laws and regulations, we will seek to provide a wide variety of refreshment and recreational options, which will also serve as revenue enhancement opportunities. During the Strategic Planning effort, entrepreneurial suggestions were proposed for augmenting DBH revenues not only on the Beaches, but also in MdR. It is important to explore all ideas and to seek new revenue sources that support our main mission of maintaining the Beaches and MdR public areas. To this end, we will also consider lengthening license terms to attract a greater variety of and magnitude of investment by concessionaires.

### Strategy 2.3: Pursue revenue enhancement opportunities using our coastal assets

#### Outcomes:

- *By June 2013, develop a plan to increase annual revenues from beach concessions and other revenue sources over a ten-year period*
- *By December 2013, substantially develop up to three additional contracts for beach concessions*

Objective	Lead	Support	Timeframe
<b>Objective 2.3.1:</b> Establish an exploratory work group to oversee investigations of revenue potential at Beaches, including DBH staff entrepreneurial ideas; evaluate need for consultant resources to complete this effort	AMD	All DBH Divisions	January 1, 2012 to February 29, 2012
<b>Objective 2.3.2:</b> Coordinate visioning exercise, including Board of Supervisors, DBH staff, neighboring communities, concessionaires, and patron input to generate discussion on appropriate direction	Exploratory Work Group	CMSD AMD Executive Office	March 1, 2012 to July 30, 2012
<b>Objective 2.3.3:</b> Survey beach properties to identify potential locations for additional concessions for uses such as dining and recreation	Exploratory Work Group	AMD PLN	August 1, 2012 to January 31, 2013
<b>Objective 2.3.4:</b> Review data gathered from the visioning exercise and customer segmentation analysis (Strategy 1.1B) to develop recommendations to solicit up to three new concessions	Exploratory Work Group	PLN CMSD	February 1, 2013 to June 30, 2013
<b>Objective 2.3.5:</b> Secure approval for new concession solicitations	Executive Office	Exploratory Work Group	July 2013
<b>Objective 2.3.6:</b> Prepare and issue solicitations	AMD or CMSD	CMSD AMD	August 1, 2013 to December 31, 2013

## Alternative MdR Parcel Lease Models

### Strategy 2.4: Evaluate means of increasing revenues from MdR leases

For leases expiring over the next 15 years, several strategies can be considered that could reap greater revenues than the current model of ground leasing. Examples include:

- Changing the methodology for revenue generation to percentage of land value in lieu of percentage rent from subleases
- Eliminating leaseholds and operating MdR properties through management contracts
- Leasing land and facility as a concessionaire model
- Early buy-back of existing leases to facilitate development

Initial analyses of many parcels indicate that the County could reap significant annual financial benefits by adopting the owner/contractor-run model for those parcels. While there may be significant legal, operational, and political issues to be addressed, the potential revenue opportunities indicate that investigating alternate models deserve attention. Decisions need to be made soon so that current lessees can make business decisions regarding investment in current facilities.



### Strategy 2.4: Evaluate means of increasing revenues from MdR leases

#### Outcome:

- *By June 2012, develop new Marina asset management strategy*

Objective	Lead	Support	Timeframe
<b>Objective 2.4.1:</b> Conduct a feasibility analysis, considering legal, economic, political, and operational factors, of the options available for parcel leases that expire through 2027	AMD	PLN Consultants County Counsel Board Deputies CEO	January 1, 2011 to May 31, 2011
<b>Objective 2.4.2:</b> Review current Marina asset management strategy, and develop and secure Board approval of new strategy to govern future decision-making as regards MdR	AMD	All DBH Divisions Consultants Board Deputies CEO	June 1, 2011 to May 31, 2012
<b>Objective 2.4.3:</b> Revise as necessary related policies and procedures	AMD	PLN	June 1, 2012 to October 31, 2012



## New Funding Arrangements

### **Strategy 2.5:** Develop new arrangements that provide revenue to support DBH operations

Generating additional net revenue to the County may require an augmentation of staff or capital resources. To act upon Strategies 2.2 through 2.4, we will reach agreement on arrangements that capture additional revenue to support or grow all DBH operations on the Beaches and in MdR. For our efforts related to Strategies 2.2 and 2.3, we will seek to use all of that revenue for our Department. Concerning Strategy 2.4, we will seek a portion of revenue increases.

Some proposed new arrangements include (1) securing incremental revenues from Utility User taxes, (2) establishing an Accumulative Capital Outlay (ACO) fund or other funding model to support ongoing maintenance/upgrades for beach facilities (such as parking lots and restrooms) and (3) obtaining a portion of Transient Occupancy taxes from MdR hotels.

Obtaining new revenues that are directly reinvested back into DBH operations will become a powerful incentive for DBH staff to implement even more revenue-generating programs in the future, which may require additional staff work above and beyond the normal workload. However, we believe our employees can positively rise to the economic challenges of our time with the hope and expectation that new revenue arrangements will support all of our public services and enhance the Beach and Marina experience for our Stakeholders.

### **Strategy 2.5:** Develop new arrangements that provide revenue to support DBH operations

#### **Outcome:**

- **By December 2011, obtain approval for one new revenue arrangement**

Objective	Lead	Support	Timeframe
<b>Objective 2.5.1:</b> Research and propose one specific revenue generating arrangement to the CEO	Executive Office	ASD	July 1, 2011 to October 31, 2011
<b>Objective 2.5.2:</b> Secure agreement from the CEO to implement the proposed revenue generating arrangement	Executive Office	ASD	November 1, 2011 to December 31, 2011
<b>Objective 2.5.3:</b> Implement the new revenue generating arrangement in next fiscal year's budget submission	Executive Office	ASD	January 2012 and ongoing
<b>Objective 2.5.4:</b> Research, develop, and submit one future arrangement every year under the same time frames as 2.5.1 through 2.5.3	Executive Office	ASD	July 2012 and then annually



## Goal 3: Environmental Stewardship



DBH manages important natural resources in Los Angeles County and recognizes the importance of environmental awareness and being an environmental steward. We safeguard our diverse coastal resources located primarily in a densely-populated urban setting while meeting the varied interests and recreational needs of our Stakeholders. We are currently implementing a variety of environmental initiatives. Nevertheless, the Department will benefit from formal guidelines that inform and coordinate our efforts to balance environmental initiatives with the tremendous demand for recreational access in our metropolitan area.

### Strategies

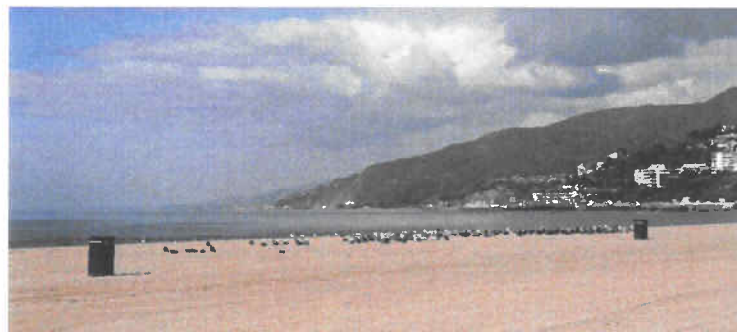
Reflecting a desire to further cultivate collaborative relationships with regulatory and other agencies and to continue as a good environmental neighbor, DBH has taken on the goal of Environmental Stewardship. The strategies discussed here are intended to define and lay a strong foundation for a well-managed environmental program. There are three strategies identified to build the Department's environmental program.



**Strategy 3.1:** Define the Department's official position regarding its beach and marina environmental role

**Strategy 3.2:** Develop environmental policies and procedures consistent with DBH's environmental position (defined by Strategy 3.1)

**Strategy 3.3:** Implement the environmental policies and procedures



## Action Plans

### DBH Environmental Role

**Strategy 3.1:** Define the Department's official position regarding its beach and marina environmental role

DBH needs to clearly define what being an environmental steward means operationally for the Department. Employees within DBH, through participation on an Environmental Task Force, will formalize a recommendation to the Director on DBH's role and responsibilities as an environmental steward of County operated Beaches and Mdr.

**Strategy 3.1:** Define the Department's official position regarding its beach and marina environmental role

**Outcome:**

- *By March 2012, define DBH's official environmental position*

Objective	Lead	Support	Timeframe
<b>Objective 3.1.1:</b> Create a cross-Divisional Environmental Task Force comprised of at least one member of each Division	PLN	All DBH Divisions	March 2011
<b>Objective 3.1.2:</b> Compile, review, and evaluate current relevant practices and policies	Environmental Task Force	All DBH Divisions	March 1, 2011 to April 30, 2011
<b>Objective 3.1.3:</b> Engage external stakeholders in discussions of balancing environmental objectives with operating coastal areas that provide urban recreational access	Environmental Task Force	Environmental Groups Regulatory Agencies Recreational Groups Coastal Cities Government Agencies Other Groups TBD	May 1, 2011 to December 31, 2011
<b>Objective 3.1.4:</b> Define DBH's environmental position and determine next steps (e.g., additional efforts, policies, and procedures, etc.)	Environmental Task Force	All DBH Divisions	January 1, 2012 to March 31, 2012

## Environmental Policies and Procedures

**Strategy 3.2:** Develop environmental policies and procedures consistent with DBH's environmental position (defined by Strategy 3.1)

Identifying Environmental Stewardship as a priority in the DBH Strategic Plan affords the Department the opportunity to strengthen its environmental program and to build in all of the steps and milestones necessary to ensure that it is well-organized, managed, and implemented. Once DBH's environmental stance is confirmed, DBH will need to (1) decide if it is necessary to develop new or revise existing policies and practices, and (2) consider how to fund and implement various environment-focused initiatives, including considering grant funding opportunities, rebate programs, public-private partnerships, and the development of volunteer programs to assist with the implementation of environmental efforts.

**Strategy 3.2:** Develop environmental policies and procedures consistent with DBH's environmental position (defined by Strategy 3.1)

**Outcomes:**

- *By January 2012, complete a schedule for the development of environmental procedures*
- *By August 2012, develop initial priority environmental policies and procedures*

Objective	Lead	Support	Timeframe
<b>Objective 3.2.1:</b> Explore processes, practices, and activities where environmental policies and procedures are needed. Examples of areas to explore include: <ul style="list-style-type: none"> <li>• Maintenance of DBH facilities and equipment</li> <li>• Acquisition of equipment/other items that use alternate power (e.g., solar)</li> <li>• Drought tolerant landscaping</li> <li>• Regional transit issues to improve access to/within M&amp;R and County Beaches (e.g., walk/bike/transit)</li> <li>• Recycling program</li> <li>• Power equipment</li> </ul>	Environmental Task Force	FPMD PLN	May 1, 2011 to December 31, 2011
<b>Objective 3.2.2:</b> Establish a priority order of processes, practices, and activities for which to develop policies and procedures	Environmental Task Force	Same as above	December 1, 2011 to January 31, 2012
<b>Objective 3.2.3:</b> Develop initial priority environmental policies and procedures	Environmental Task Force	All DBH Divisions	February 1, 2012 to August 31, 2012

## DBH Environmental Program Implementation

### Strategy 3.3: Implement the environmental policies and procedures

In addition to implementing the environmental policies and procedures, DBH will need to develop and implement training, internal communication, and external marketing strategies to support them.

### Strategy 3.3: Implement the environmental policies and procedures

#### Outcome:

- *By April 2013, complete the development of the DBH environmental program*

Objective	Lead	Support	Timeframe
<b>Objective 3.3.1:</b> Develop and implement an internal training program to improve knowledge and the application of the environmental policies and procedures	Environmental Task Force	Depends on selected efforts	September 1, 2012 to December 31, 2012
<b>Objective 3.3.2:</b> Develop and implement a plan to publicly communicate the environmental management efforts and brand DBH as an environmental steward. This plan may include: <ul style="list-style-type: none"> <li>• Dedicating a portion of the website to environmental priorities</li> <li>• Using social media to communicate</li> </ul>	CMSD	Depends on selected efforts	September 1, 2012 to December 31, 2012
<b>Objective 3.3.3:</b> Implement the environmental policies and procedures developed in 3.2.3	Responsible Divisions	Environmental Task Force	January 1, 2013 to April 30, 2013
<b>Objective 3.3.4:</b> Continue to develop additional environmental policies and procedures	Responsible Divisions	Environmental Task Force	May 2013 and ongoing
<b>Objective 3.3.5:</b> Study opportunities to further modernize our power equipment and vehicle fleet through, for example, a scheduled replacement cycle to reduce its carbon footprint and improve our beach and Marina operations	FPMD	ASD	April 2013 and ongoing

## Goal 4: Internal Effectiveness



Within our Department, DBH requires ongoing change at two levels: operational improvements and work culture.

There are always opportunities to improve our performance. From areas we have identified to increase efficiency and improve the ability of the Department to reach the strategic goals outlined in the preceding sections, we choose to focus on improving our processes, enhancing interdivisional communication, and delegating decision-making, as well as planning and

implementing low-cost training initiatives that ultimately support our internal improvements.

To move forward and address the goals in this Strategic Plan, the work culture must sustain those traits that have earned our Los Angeles Beaches and M&R their world renowned reputation. Upholding this reputation will need improved communications and increased focus on collaboration both within DBH and with our Stakeholders. The change cannot be partial – it must start at the executive level and permeate all ranks.



## Strategies

**Strategy 4.1:** Improve work processes and risk management practices, increase staff training, and promote efficiency efforts

**Strategy 4.1A:** Improve processes and systems

**Strategy 4.1B:** Manage risk

**Strategy 4.1C:** Provide expanded training and staff development

**Strategy 4.1D:** Promote efficiency efforts

**Strategy 4.2:** Update policies and codes for beach and harbor use

**Strategy 4.2A:** Update the County's Beach and Harbor Ordinances along with the Beach Use Permit Policy

**Strategy 4.2B:** Develop a new process for selecting youth camps to operate on DBH Beaches

**Strategy 4.3:** Improve interdivisional communication

**Strategy 4.3A:** Create and maintain a notification process for events and activities

**Strategy 4.3B:** Establish peer-to-peer meetings as necessary in the Department to improve preparedness for events and activities

**Strategy 4.4:** Identify ways to improve efficiency through decision delegation

**Strategy 4.5:** Improve written communications through a Document Manual



## Action Plans

### Broad Based Staff Improvements

**Strategy 4.1:** Improve work processes and risk management practices, increase staff training, and promote efficiency efforts

This strategy sets forth a number of efforts to improve our internal operations, emphasize safety, develop an increasingly talented workforce, and pursue efficiencies.

#### 4.1A -- Process and Systems Improvements

DBH will improve its operations by analyzing, documenting, streamlining, and training personnel about key Departmental processes and procedures. Process improvement is a continuous endeavor of review, refinement, and enhancements. Some process improvements can best be accomplished through information technology (IT) system enhancements; other process improvements entail streamlining procedures, consolidating forms, delegating authority, and other less technological solutions.

There are several candidates for a process improvement effort within DBH. Some areas for DBH to focus on initially are (1) permits issued by DBH and how they are processed (e.g., Right of Entry and Beach Use), and (2) integration of asset management and financial reporting.

#### Strategy 4.1A: Improve processes and systems

##### Outcomes:

- *By July 2012, integrate the asset management and financial reporting systems*
- *By September 2012, complete evaluation of processes within one Division to document and make recommendations for streamlining that Division's internal processes*
- *By June 2013, complete process evaluation for three separate DBH permit processes*
- *By December 2013, complete evaluation of one additional Division*

Objective	Lead	Support	Timeframe
<b>Process improvement in DBH Divisions</b>			
<b>Objective 4.1A.1:</b> Select a DBH Division for examination of its work processes and identification of areas to review, enhance, and improve	ASD	None	September 2011
<b>Objective 4.1A.2:</b> Evaluate processes to include: <ul style="list-style-type: none"> <li>• Process description</li> <li>• Process flow charting</li> <li>• Forms design (as needed)</li> <li>• Participation analysis</li> <li>• Documentation of changes</li> </ul>	ASD	Selected DBH Division	October 1, 2011 to August 31, 2012

Objective	Lead	Support	Timeframe
<b>Objective 4.1A.3:</b> Recommend to the Executive Office changes to each selected process	ASD	Selected DBH Division	September 2012
<b>Objective 4.1A.4:</b> Document and implement changes; coordinate with other DBH Divisions as needed to change other impacted processes	ASD	Selected DBH Division	October 1, 2012 to November 30, 2012
<b>Objective 4.1A.5:</b> Evaluate results and recommend additional changes as necessary	ASD	Selected DBH Division	By October 2013
<b>Objective 4.1A.6:</b> Select another DBH Division for work process improvements	ASD	Selected DBH Division	December 2012
<b>Objective 4.1A.7:</b> Repeat steps 2 through 5 above for this second Division and complete the evaluation	ASD	Selected DBH Division	December 1, 2012 to December 31, 2013
<b><i>Asset management and financial systems</i></b>			
<b>Objective 4.1A.8:</b> Develop requirements for new software to automate and integrate both existing asset management and financial reporting systems	AMD	ASD	September 1, 2010 to January 31, 2011
<b>Objective 4.1A.9:</b> Solicit, select and issue purchase order for contractor to develop the new system	ASD	AMD	February 1, 2011 to May 31, 2011
<b>Objective 4.1A.10:</b> Develop and implement the new software to integrate both asset management and related financial systems	AMD	ASD	June 1, 2011 to June 30, 2012
<b><i>Permitting processes initiated and controlled by DBH</i></b>			
<b>Objective 4.1A.11:</b> Establish a process evaluation team to review the Right of Entry permit process	AMD	All DBH Divisions	March 2011
<b>Objective 4.1A.12:</b> Identify key issues or problems with current processes (e.g., speed of Division responses)	AMD	Process Evaluation Team	April 1, 2011 to May 31, 2011
<b>Objective 4.1A.13:</b> Develop potential solutions	AMD	Process Evaluation Team	June 1, 2011 to August 31, 2011



Objective	Lead	Support	Timeframe
<b>Objective 4.1A.14:</b> Assess advantages and disadvantages of alternate solutions	AMD	Process Evaluation Team	September 2011
<b>Objective 4.1A.15:</b> Develop recommendations for changes	AMD	Process Evaluation Team	October 2011
<b>Objective 4.1A.16:</b> Implement solutions	AMD	Process Evaluation Team	November 2011
<b>Objective 4.1A.17:</b> Evaluate results, determining whether additional changes need to be considered	AMD	Process Evaluation Team	December 1, 2011 to February 29, 2012
<b>Objective 4.1A.18:</b> Establish a process evaluation team to examine the Beach Use permit process	CMDS	Process Evaluation Team	December 2011
<b>Objective 4.1A.19:</b> Repeating the tasks laid out in steps 12 through 16 above, complete evaluation of the Beach Use permit process	CMDS	Process Evaluation Team	January 1, 2012 to May 31, 2012
<b>Objective 4.1A.20:</b> Evaluate results, determining whether additional changes need to be considered	CMDS	Process Evaluation Team	June 1, 2012 to October 31, 2012
<b>Objective 4.1A.21:</b> Identify a process evaluation team to examine processes that involve planning and development approvals (e.g., Design Control Board submissions)	PLN	Process Evaluation Team	October 2012
<b>Objective 4.1A.22:</b> Repeating the tasks laid out in steps 12 through 16 above, complete evaluation of the planning and development permission process	PLN	Process Evaluation Team	November 1, 2012 to June 30, 2013
<b>Objective 4.1A.23:</b> Evaluate results, determining whether additional changes need to be considered	PLN	Process Evaluation Team	July 1, 2013 to September 30, 2013

## 4.1B -- Risk Management

DBH's risk management costs are linked to occupational injuries, employee accidents, various types of liability claims and periodic lawsuits. With more careful management of these possible liabilities, DBH can mitigate risks and reduce unnecessary costs.

### Strategy 4.1B: Manage risk

#### Outcome:

- *By July 2011, reduce DBH risk management costs by 3%*

Objective	Lead	Support	Timeframe
<b>Objective 4.1B.1:</b> Through our annual Risk Exposure Cost Avoidance Plan (RECAP), identify risk management priorities and develop policies and procedures to reduce risk management costs by 3%	ASD	Executive Assistant	July 2011
<b>Objective 4.1B.2:</b> Train DBH staff on the policies and procedures identified in the above objective	ASD	Executive Assistant	July 1, 2011 to December 31, 2011
<b>Objective 4.1B.3:</b> Develop new annual RECAP for improved risk management	ASD	Executive Assistant	Annually thereafter

## 4.1C -- Training and Staff Development

Our staff members are our most important assets for accomplishing our work and serving our Stakeholders. All staff members need to improve their existing skill sets and develop new skill sets – both behavioral and technical – to fully implement this Strategic Plan. This warrants specialized training and development.

### Strategy 4.1C: Provide expanded training and staff development

#### Outcomes:

- *On an ongoing basis, improve DBH workforce and enhance career growth opportunities*

Objective	Lead	Support	Timeframe
<b>Objective 4.1C.1:</b> Identify employee skills in each Division that need to be augmented to enhance employees' ability to perform their jobs; plan training through events, such as Department-wide events, and on topics, such as managerial and writing skills	Section Managers	ASD	March 1, 2011 to December 31, 2011
<b>Objective 4.1C.2:</b> Discuss succession planning and promote future career growth by creating/using Individual Development Plans	Division Managers	ASD	July 1, 2011 to December 31, 2011
<b>Objective 4.1C.3:</b> Strengthen our property management and planning expertise and functions through targeted training	AMD PLN	ASD	October 1, 2011 to May 31, 2012
<b>Objective 4.1C.4:</b> Study what FPMD staff could be cross trained for functions that reduce DBH use of an external workforce	FPMD	ASD	December 1, 2011 to May 31, 2012
<b>Objective 4.1C.5:</b> Develop and implement a training plan to impart nautical skills/knowledge to DBH staff working with docks and vessel storage areas	New Boating Section	All Divisions	January 1, 2012 to June 30, 2012
<b>Objective 4.1C.6:</b> Develop a mentoring program to include staff observing their supervising managers' regular duties	ASD	All DBH Divisions	Annual
<b>Objective 4.1C.7:</b> Annually consider funding applications for the Joint Labor Management Committee that support training initiatives	ASD	All DBH Divisions	Annual
<b>Objective 4.1C.8:</b> Arrange employee visits to other Divisions for introductions to different operations	ASD	All DBH Divisions	Annual

## 4.1D -- Department-wide Efficiency Efforts

With County government facing challenging fiscal times, DBH will continue to do its part to conserve valuable County monies by seeking out new and innovative ways to deliver its services in a more cost effective and efficient manner. A number of other efforts in this DBH Strategic Plan are expected to create new efficiencies that will be shared with County government efficiency coordinators.

### Strategy 4.1D: Promote efficiency efforts

#### Outcome:

- *By September 2011, implement three new efficiency efforts*

Objective	Lead	Support	Timeframe
<b>Objective 4.1D.1:</b> Through our involvement with the Countywide network of efficiency coordinators, canvas other departments to examine potential efficiency efforts, while examining our operations to identify new ways to deliver services more efficiently (e.g., eliminating unnecessary travel time or unnecessary tasks)	Executive Assistant	All DBH Divisions	March 1, 2011 to August 31, 2011 and annually thereafter
<b>Objective 4.1D.2:</b> Implement three new efficiency efforts for DBH operations	Executive Assistant	All DBH Divisions	September 2011 and annually thereafter, as feasible
<b>Objective 4.1D.3:</b> Assess efficiencies after implementation and use that assessment to make any necessary improvements	Executive Assistant	All DBH Divisions	6 months after each efficiency is implemented

## Policies and Codes for Beach and Harbor Use

### Strategy 4.2: Update policies and codes for beach and harbor use

The Beaches and Marina del Rey harbor are extensively used by millions of people every year for a wide variety of activities. The County of Los Angeles has adopted various ordinances governing the diverse uses of these areas and the Department, in support of those provisions, also puts forth various policies to guide public use. DBH will be working to update the various rules and policies detailed in this strategy to help the County improve its own internal efficiency in managing these resources for the public good and to encourage greater use, in a safe and equitable manner, by all DBH Stakeholders.

### 4.2A -- County Code and Beach Use Permit Policy Updates

The County's Beach and Harbor ordinances will be updated to reflect current circumstances and meet the challenges faced today by the County in managing these large areas. In addition, the DBH Beach Use Permit Policy is an important set of guidelines that govern how businesses and groups of all sizes can use our properties for their own events. This Policy was last updated in 1984 and needs revisions as well.

#### Strategy 4.2A: Update the County's Beach and Harbor Ordinances along with the Beach Use Permit Policy

##### Outcome:

- *By May 2011, obtain Board of Supervisors' approval of revisions to the Beach and Harbor Ordinances and the updated DBH Beach Use Permit Policy*

Objective	Lead	Support	Timeframe
<b>Objective 4.2A.1:</b> Complete the draft revised Ordinance provisions	Chief Deputy	All DBH Divisions Lifeguards Sheriff	February 2011
<b>Objective 4.2A.2:</b> Complete the draft revised Beach Use Permit Policy	CMDS	FPMD	February 2011
<b>Objective 4.2A.3:</b> Obtain BOS approval for the revised Ordinance provisions	County Counsel	Chief Deputy	May 2011
<b>Objective 4.2A.4:</b> Obtain BOS approval for the revised Beach Use Permit Policy	CMDS	FPMD	May 2011

## 4.2B -- Youth Camps on DBH Beaches

For many years, various individuals, businesses and organizations have sought permission from the County to operate youth camps on the Beaches. These camps often teach ocean-related safety and recreational skills. The Department will reexamine its process for granting permission to operate such camps on the Beaches and publish new guidelines that include a competitive selection process and minimum camp standards. These new guidelines will commence with the 2012 summer season.

### Strategy 4.2B: Develop a new process for selecting youth camps to operate on DBH Beaches

**Outcome:**

- *By December 2011, solicit new beach youth camp providers for the 2012 summer season*

Objective	Lead	Support	Timeframe
<b>Objective 4.2B.1:</b> Solicit comments from current and potential beach youth camp providers on the new DBH process for selecting such providers	CMSD	ASD FPMD Lifeguards	April 1, 2011 to June 30, 2011
<b>Objective 4.2B.2:</b> Submit draft to Executive Office	CMSD	Same as above	July 2011
<b>Objective 4.2B.3:</b> Solicit new beach youth camp providers for the 2012 summer season	CMSD	Same as above	August 1, 2011 to December 31, 2011

## Internal Communications

### Strategy 4.3: Improve interdivisional communication

This strategy aims to continually improve staff coordination in carrying out Department responsibilities and eliminating the periodic silo effect of DBH Divisions making decisions without adequately communicating with one another.

#### 4.3A -- DBH Events and Activities Calendar

Staff has identified a need for an internal Department Events and Activities Calendar to simplify communications about approved facility events. One way DBH staff will use this calendar is to verify that activities they come across in DBH-operated areas have received proper authorization. Among the items to be included, in addition to the date and time, are (1) type of event and its anticipated size, (2) facility location and sponsoring group, and (3) departmental and event contact.

#### Strategy 4.3A: Create and maintain a notification process for events and activities

##### Outcome:

- *By September 2012, develop and implement an internal DBH Events and Activities Calendar*

Objective	Lead	Support	Timeframe
<b>Objective 4.3A.1:</b> Select the appropriate tool to implement the DBH Events and Activities Calendar, and identify capabilities needed for maximum performance, including: <ul style="list-style-type: none"> <li>• Security and access controls</li> <li>• Types of events to track</li> <li>• Reminders</li> <li>• Central versus limited accessibility</li> </ul>	ASD	All DBH Divisions	October 1, 2011 to December 31, 2011
<b>Objective 4.3A.2:</b> Develop the information criteria, including (1) the ability to isolate (filter) events to limit data appearing on a single date, and (2) group calendars that can link to a consolidated calendar	ASD	All DBH Divisions	January 1, 2012 to March 31, 2012
<b>Objective 4.3A.3:</b> Create the DBH Events and Activities Calendar	ASD	All DBH Divisions	January 1, 2012 to April 30, 2012
<b>Objective 4.3A.4:</b> Provide necessary training	ASD	All DBH Divisions	May 1, 2012 to June 30, 2012
<b>Objective 4.3A.5:</b> Implement the DBH Events and Activities Calendar	ASD	All DBH Divisions	July 1, 2012 to September 30, 2012
<b>Objective 4.3A.6:</b> Establish a means for staff to request enhancements and provide feedback on the performance and usefulness of the system	ASD	All DBH Divisions	Ongoing once implemented



## 4.3B -- Peer-to-Peer Meetings

Typically, Departmental staff is expected to follow the “Chain of Command” in inter-divisional communications associated with non-routine requests. While there are many advantages to this communications approach, peer-to-peer meetings among staff from different Divisions can:

- Increase understanding of the priorities and issues of other Divisions
- Provide a forum to resolve issues and make decisions
- Increase coordination across Divisions and reduce conflict caused by disagreements
- Improve the ability to respond quickly to unanticipated events
- Expedite management of routine items
- Improve morale and reduce stress

We will start with meetings organized around major events, to assure that this effort can produce immediate and recognizable results.

**Strategy 4.3B:** Establish peer-to-peer meetings as necessary in the Department to improve preparedness for events and activities

**Outcome:**

- *By October 2011, complete evaluation of the effectiveness of the team in improving Departmental coordination of major events*

Objective	Lead	Support	Timeframe
<b>Objective 4.3B.1:</b> Choose an event involving multiple DBH Divisions and establish an evaluation team from all DBH Divisions to examine how to better coordinate inter-divisional logistics for that event	CMSD	All DBH Divisions	March 2011
<b>Objective 4.3B.2:</b> Hold regular meetings of mid-management to coordinate Departmental organization of the chosen event; develop templates or checklists that can be used for similar events (e.g., Summer Concerts, Manhattan Beach Open, SURF Festival, filming, Mdr Holiday Boat Parade, or other large scale events)	Evaluation Team	CMSD FPMD	April 1, 2011 to September 30, 2011
<b>Objective 4.3B.3:</b> Evaluate the effectiveness of the team, considering (1) what worked, (2) if such evaluations should continue, (3) what criteria can be used for future team meetings, and (4) what steps, processes and timelines can improve communications between staff	Evaluation Team	CMSD	October 2011
<b>Objective 4.3B.4:</b> Determine the next event for review (lead Division may change) and repeat 4.3B.1 through 4.3B.3	CMSD	Evaluation Team	November 2011 and ongoing

## Delegation of Authority

### Strategy 4.4: Identify ways to improve efficiency through decision delegation

One best practice in many organizations calls for placing decision-making authority close to the “client” or customers. Executive staff believes that DBH Divisions need to identify specific areas to place decision-making lower in the organization. This will speed up decision-making and improve our efficiency. We plan to assess the risks and benefits of such delegation, set up standards and conditions for such delegation, and, where necessary, train staff to handle the responsibility of making such decisions.

### Strategy 4.4: Identify ways to improve efficiency through decision-delegation

#### Outcome:

- *By May 2011, implement new delegation of authority practices in every DBH Division*

Objective	Lead	Support	Timeframe
<b>Objective 4.4.1:</b> Review and implement delegation of authority practices that can be immediately implemented in every DBH Division	Executive Office	All DBH Divisions	March 1, 2011 to May 31, 2011
<b>Objective 4.4.2:</b> Review DBH operations and identify practices that need further study and preparation before delegating decision-making authority	Executive Office	All DBH Divisions	June 1, 2011 to August 31, 2011
<b>Objective 4.4.3:</b> Train staff to handle the new decision-making authority and/or implement new decision-making practices (all relating to the practices identified in 4.4.2)	Executive Office	All DBH Divisions	September 1, 2011 to January 31, 2012

## Document Guidelines

### Strategy 4.5: Improve written communications through a Document Manual

There is a need to ensure that consistent guidelines are followed in the appearance and format of DBH memos, reports, emails, letters, position papers, and other documents, especially those sent to the BOS or the CEO. Issuing a Document Manual that focuses on style and protocol will help reduce rewrites and provide a guide for producing high-quality and consistent staff work both for the Executive Office and for all those with whom we communicate. This manual will be comprehensive in its scope and updated every two years.

### Strategy 4.5: Improve written communications through a Document Manual

#### Outcome:

- **By October 2011, issue the DBH Document Manual**

Objective	Lead	Support	Timeframe
<b>Objective 4.5.1:</b> Identify what is to be included in the Document Manual, such as the following: <ul style="list-style-type: none"> <li>• Typeface and style elements</li> <li>• Format and typical lengths</li> <li>• Division vs. Executive requirements</li> <li>• Internal vs. external communication</li> <li>• Signature requirements</li> <li>• Distribution list (based on type of document)</li> <li>• Document distribution format (.pdf, hard copy)</li> <li>• Document storage and control (electronic or other type; centralized document repository; internal versus external documents; and length of storage)</li> <li>• Email protocols</li> </ul>	Executive Secretary	ASD Secretaries for Chief Deputy and Divisions	April 1, 2011 to June 30, 2011
<b>Objective 4.5.2:</b> Create the Document Manual, with a corresponding online library of document samples/templates, with step-by-step descriptive and detailed instructions and comments. This process will include implementing a process for requesting and receiving feedback from Divisions.	Executive Secretary	ASD Secretaries for Chief Deputy and Divisions	July 1, 2011 to September 30, 2011
<b>Objective 4.5.3:</b> Submit Document Manual for approval to the Director, make necessary revisions, and formally issue the Document Manual	Executive Secretary	Secretaries for Chief Deputy and Divisions	October 2011

## GLOSSARY OF TERMS

### Abbreviations for Beaches and Harbors Divisions

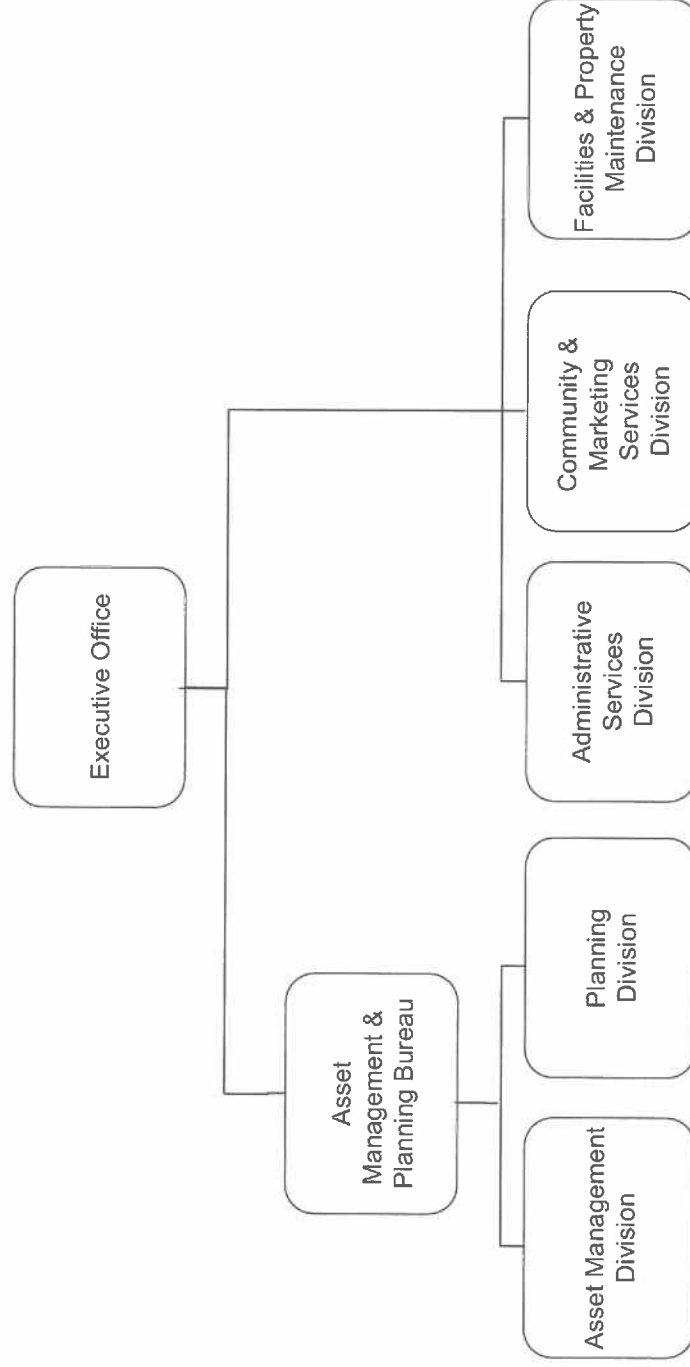
<b>AMD</b>	<b>=</b>	<b>Asset Management Division</b>
<b>ASD</b>	<b>=</b>	<b>Administrative Services Division</b>
<b>CMSD</b>	<b>=</b>	<b>Community and Marketing Services Division</b>
<b>FPMD</b>	<b>=</b>	<b>Facilities and Property Maintenance Division</b>
<b>PLN</b>	<b>=</b>	<b>Planning Division</b>

### All Other Abbreviations

<b>ACO</b>	<b>=</b>	<b>Accumulative Capital Outlay</b>
<b>Beaches</b>	<b>=</b>	<b>Beaches owned or operated by the County of Los Angeles</b>
<b>BOS</b>	<b>=</b>	<b>Board of Supervisors</b>
<b>CCC</b>	<b>=</b>	<b>California Coastal Commission</b>
<b>CDP</b>	<b>=</b>	<b>Coastal Development Permit</b>
<b>CEO</b>	<b>=</b>	<b>Los Angeles County Chief Executive Office</b>
<b>CIO</b>	<b>=</b>	<b>Los Angeles County Chief Information Office</b>
<b>DBH</b>	<b>=</b>	<b>Los Angeles County Department of Beaches and Harbors</b>
<b>DPW</b>	<b>=</b>	<b>Los Angeles County Department of Public Works</b>
<b>DRP</b>	<b>=</b>	<b>Los Angeles County Department of Regional Planning</b>
<b>LAX</b>	<b>=</b>	<b>LAX Coastal Area Chamber of Commerce</b>
<b>LCP</b>	<b>=</b>	<b>Local Coastal Program</b>
<b>MDR</b>	<b>=</b>	<b>Marina del Rey harbor</b>
<b>MOU</b>	<b>=</b>	<b>Memorandum of Understanding</b>
<b>W.A.T.E.R.</b>	<b>=</b>	<b>Water Awareness, Training, Education and Recreation</b>

Organizational Chart

Department of Beaches and Harbors  
Santos H. Kreimann, Director





*To enrich lives through effective and caring service*

July 7, 2010



**Santos H. Kreimann**  
Director

**Kerry Silverstrom**  
Chief Deputy

TO: Our Beaches and Harbors Family

FROM: Santos H. Kreimann, Director

SUBJECT: **2009-10 BEACHES AND HARBORS ACCOMPLISHMENTS**

As Fiscal Year (FY) 2009-10 concludes and FY 2010-11 begins, I wanted to reflect back on some of our shared accomplishments. Most of all, I wanted to recognize and commend each of you for your continued commitment and outstanding service in living up to our motto: *Caring for Your Coast.*

#### **Asset Management and Planning Bureau**

The Asset Management and Planning Bureau was incredibly busy this past fiscal year completing a number of critical negotiations and planning assignments. Staffs' expertise in performing our core real estate and planning functions under some difficult conditions and pressing timelines is truly noteworthy. Division accomplishments are listed below:

#### **Asset Management Division**

- Provided oversight for 56 Marina del Rey ground leases generating more than \$38 million in revenues.
- Issued 69 right-of-entry permits worth \$120,000 and administered 15 concession license agreements totaling \$2.17 million.
- Conducted 184 land and waterside inspections.
- Staffed the Small Craft Harbor Commission meetings and secured endorsement of two renovation projects slated for Board of Supervisors (Board) consideration.
- Analyzed 13 decennial rent adjustments and completed 10 minimum rent adjustments.
- Processed 15 new mast-up and eight new dry storage tenants.
- Removed two abandoned boats from our beaches.
- Managed the daily operations of Anchorage 47.
- Facilitated the construction completion of the Del Rey Fuel Dock and the start of construction for the expansion of the Jamaica Bay Inn.



### **Planning Division**

- Collaborated with Regional Planning and Public Works staff in the preparation of the Periodic Review Response and the Marina Local Coastal Program Map and Text Amendment.
- Substantially completed the Cumulative Impact Assessment to be used to inform stakeholders of the comprehensive impacts resulting from the County's contemplated redevelopment plans in Marina del Rey (MdR).
- Finalized the following MdR studies: parking study for public parking lots; traffic study; conservation and management plan; and various boating studies to guide decision makers as they consider current and future redevelopment opportunities and potential impacts in MdR.
- Processed numerous sign and development applications through the Design Control Board (DCB).
- Monitored the construction completion of the Dockweiler Youth Center and a long awaited beach access way in Malibu.
- Prepared and presented the Marina Beach master concept plan to the DCB for public improvements and enhancements to Marina Beach.
- Working with Public Works, secured regulatory permits for the Venice Beach Renourishment Project.
- Working with the U.S. Army Corps of Engineers, completed the Sampling and Analysis Plan required to allow dredging in the main channel this upcoming winter.

### **Community and Marketing Services Division**

The Community and Marketing Services Division performed its usual magic in producing high quality community events and expanding our recreational programs at our various facilities with limited resources. Staffs' collective accomplishments are as follows:

- Produced and promoted Discover Marina del Rey, the 4<sup>th</sup> of July Fireworks Extravaganza, the Summer Concert Series and a new offering at Chace Park, the Marina Movie Nights.
- Processed 2,182 beach use special event permits, as well as 652 film permits for a total of 748 film days.
- Monitored the WaterBus, which served more than 40,000 riders.
- Promoted the popular Beach Shuttle from Playa Vista to Venice Beach, which provided alternative transportation for nearly 5,000 passengers.
- Administered the W.A.T.E.R Program in close coordination with the Lifeguard Division in which 6,143 youngsters from all over the County were provided a

wonderful ocean experience, some for the first time, which featured surf, sailing, kayaking, body boarding and ocean safety lessons.

- Coordinated the opening of the Dockweiler Youth Center.
- Developed and implemented new community recreation programs, including Yoga, Meditation, Shore Fishing, Walking Club, Stroller Striders and Mommy and Me classes. I encourage you and your family members to participate in any of these wonderful programs.

### **Facilities and Property Maintenance Division**

The Facilities and Property Maintenance Division performed miraculously this past fiscal year. In fact, our beach employees were appropriately mentioned by Supervisor Don Knabe and Chief Executive Officer Bill Fujioka during a Board meeting for their exceptional response and boldness in protecting public facilities up and down the coastline during the severe winter storms. Marina personnel should be equally proud of their public safety efforts following the tsunami that struck the harbor in February 2010; staff's quick action in securing the docks and working with the Sheriff Harbor Patrol in retrieving the wayward boats in the main channel following the surge is notable. Finally, both Beach and Marina personnel provided a significant amount of logistical support to the Portraits of Hope Civic Art Project, which transformed 158 County lifeguard towers into works of art and changed the landscape of our beaches into a Summer of Color.

Special note must be given to Ken Foreman, our Assistant Division Chief, for receiving the Quality and Productivity Commission's first ever annual Performance Management Award. His performance management project resulted in increased frequency of restroom cleanings and strategic alignment of those cleanings with the greatest usage periods.

Additional Division contributions in fulfilling the Department's mission are detailed below:

#### **Beach Operations**

- Removed nearly 500 cubic yards of dirt from unexpected mudslides.
- Constructed more than 8.5 miles of sand berms and filled more than 30,000 sand bags used to protect lifeguard facilities, towers, public parking lots and bike paths during the severe winter storms.
- Emptied 1.1 million trash cans and hauled over 4,500 tons of trash.
- Sanitized and raked nearly 450,000 acres of beach.
- Employed a mid-afternoon maintenance crew by using Transitional Subsidized Employees (TSE), which increased the frequency and number of restroom

cleanings to 55,000. This resulted in virtually no complaints about restroom cleanliness.

### **Marina Operations**

- Replaced 300 feet of decking at our public boat anchorage.
- Collected and disposed of 208 cubic yards of debris from the main channel and Oxford Basin.
- Cleaned over 400 acres of water area on a daily basis.
- Performed countless routine maintenance tasks, including electrical and mechanical repairs, painting, plumbing, dock repairs, and bathroom refurbishments.
- Cared for our park facilities by repainting the playground equipment and replanting the landscaped areas at Marina Beach, maintaining the exercise equipment and green areas at Yvonne B. Burke Park, and completing \$485,000 in safety improvements at Chace Park.
- Coordinated and supervised with our Planning Division and the Internal Services Department the slurry coating, sealing and re-striping of two parking lots.
- Installed more than 4,100 lineal feet of anodized aluminum railing and curbing at the North Jetty, in cooperation with our Planning Division and Internal Services.

### **Administrative Services Division**

The members of the Administrative Services Division are the unsung heroes of the Department. They are the team that works behind-the-scenes to ensure the line operations are provided with the resources and logistical support they need to focus on making things happen. They are the connective tissue that holds us all together and their accomplishments are proudly listed below:

- Managed a difficult budget process that included analyzing many iterations, developed and implemented a daily cash receipts database to enhance financial reporting capabilities across divisional lines.
- Issued more than 20,000 parking citations, resulting in more than \$740,000 in annual revenue for Departmental operations.
- Managed 29 public lots, generating more than \$9.9 million in parking revenues.
- Maintained 47 parking machines and 170 meters and installed new parking lot spikes at various parking lot locations along the expanse of the County coastline.
- Completed the enhancements and launch of the Department's new internet webpage portal with the assistance of Internal Services staff.
- Organized the Return-to-Work files and passed an audit inspection from the Department of Human Resources.

Our Beaches and Harbors Family  
July 7, 2010  
Page 5

- Submitted the 2009-10 Risk Exposure Cost Avoidance Plan (RECAP) and received positive feedback from the CEO on the thoroughness of the submittal.
- Reduced the number of employees out on leave due to Workers' Compensation claims from four to one employee.

In compiling the list of accomplishments from each of the Divisions, I was filled with a great deal of pride as to both your individual achievements and your collective successes in making service excellence a matter of routine, even in the face of the severe winter storms and budgetary constraints. I was doubly proud of your commitment and ability to work collaboratively with our strategic partners – Regional Planning, Public Works, Internal Services, the Sheriff Harbor Patrol and Lifeguards – to upgrade our infrastructure, improve the look and feel of our beaches and harbor, move forward with our redevelopment plans, and provide our constituents with the highest quality and safest boating and recreational experience possible.

Accordingly, please accept my heartfelt admiration and thanks for what you have accomplished this past fiscal year and remember that the upcoming year, while poised to be a challenging one, will provide us with an even greater opportunity to excel in our pursuit of becoming a respected leader in the management and protection of the County's public beaches and small craft harbor.

Until I see you on the beaches and in the harbor, keep up the great work and continue to strive for service excellence in all you do.

SHK:KS:ng

c: Each Supervisor  
William T Fujioka, Chief Executive Officer  
Richard Bruckner, Director of Regional Planning  
Gail Farber, Director of Public Works  
Tom Tindall, Director of Internal Services  
P. Michael Freeman, Fire Chief  
Lee Baca, Sheriff



*To enrich lives through effective and caring service*

June 16, 2011



**Santos H. Kreimann**  
Director

**Kerry Silverstrom**  
Chief Deputy

TO: Beach Commission  
FROM: *Catrina Love for*  
Santos H. Kreimann, Director

**SUBJECT: AGENDA ITEM 5A - ONGOING ACTIVITIES REPORT**

**BOARD ACTIONS ON ITEMS RELATING TO BEACHES**

On May 31, the Board requested the CEO and the Director of the Department of Beaches and Harbors to report back on the feasibility of redistributing money within the Department of Beaches and Harbors' budget to allow funding for better cleaning and maintenance of restrooms at County Beaches.

SHK:CML:cm



*To enrich lives through effective and caring service*

June 16, 2011



TO: Beach Commission  
*Cabrina Love for*  
FROM: Santos H. Kreimann, Director

**Santos H. Kreimann**  
Director

**Kerry Silverstrom**  
Chief Deputy

SUBJECT: **AGENDA ITEM 5B – MARINA DEL REY AND BEACH SPECIAL EVENTS**

### **BEACH EVENTS**

#### **BEACH SHUTTLE**

Through September 5, 2011  
Fridays and Saturdays from 10:00 am – 10:00 pm  
Sundays and Holidays from 10:00 am – 8:00 pm

Catch a free ride on the Beach Shuttle to and from Playa Vista, Marina del Rey and the Venice Pier. Enjoy the surf, sand, and surroundings of Marina del Rey in a hassle-free and relaxing way. The Beach Shuttle operates weekends and during the Thursday Marina del Rey Summer Concerts, beginning July 7<sup>th</sup>.

For more information call: Marina del Rey Visitors Center (310) 305-9545

#### **SHORE FISHING**

Dockweiler Youth Center ♦ 12505 Vista del Mar ♦ Los Angeles, CA 90245  
Saturdays: 9:00 am – 11:00 am

Los Angeles County Department of Beaches and Harbors is offering an introduction to shore fishing class. Come enjoy a beautiful morning of fishing from the shores of Dockweiler Beach. Fishing poles and bait will be provided at no cost. All ages are welcome. Anyone under the age of 12 years old must be accompanied by an adult. Anyone over the age of 16 years old must present a valid California fishing license to participate. Please call to pre-register at (310) 726-4128. **\*Limited to 10 participants per session.**

**Fishing Dates:** June 25 (8:00 am-10:00 am), July 9, July 16, July 23 and July 30

For more information call: (310) 726-4128



**MR. AND MRS. MUSCLE BEACH**

Venice Beach  
1800 Ocean Front Walk  
July 4, 2011

Free bodybuilding competition on Venice Beach. Pre-judging starts at 10:00 am and the finals start at 1:00 pm.

For more information call: (310) 399-2775 or visit [www.musclebeachvenice.com](http://www.musclebeachvenice.com)

**2011 INTERNATIONAL SURF FESTIVAL**

City of Hermosa Beach  
Friday, July 29 - 7:00 pm  
Saturday, July 30 - 6:45 am  
Sunday, July 31 - 7:30 am

Presented by the Los Angeles County Fire Department, the Department of Beaches and Harbors, the Chambers of Commerce and Cities of Hermosa Beach, Manhattan Beach, Redondo Beach, Torrance and BEACHSPORT.org., this annual festival features Lifeguard competitions and public events.

For more information call: Contact [www.surffestival.org](http://www.surffestival.org)

**MARINA DEL REY EVENTS**

**MARINA DEL REY WATERBUS**

June 24 through September 5

For fun on the weekend, ride the Marina del Rey WaterBus. Park your car and ride the WaterBus for a unique water's-eye view of Marina del Rey. Seven boarding stops throughout the Marina offer opportunities to shop or dine in one of the most beautiful Southern California residential and tourist areas. Bikes and strollers welcome on board, no pets allowed. Fare is \$1.00 per person, one way. Season passes are available for \$30.00.

**June 24 – September 5**

Fridays: 5:00 pm - midnight  
Saturdays: 11:00 am - midnight  
Sundays: 11:00 am - 9:00 pm

**Marina Summer Concert Schedule**

Thursday concert nights

July 7: 5:00 pm - midnight  
July 21: 5:00 pm - midnight  
August 4: 5:00 pm - midnight  
August 18: 5:00 pm - midnight

**Holiday Schedule**

4<sup>th</sup> of July: 11:00 am - 9:00 pm  
Labor Day: 11:00 am - 9:00 pm

WaterBus attendants will arrange for land taxi service for passengers needing special assistance to any WaterBus boarding stop for the \$1.00 fare.

**Boarding locations are:**

Marina "Mother's" Beach (ADA accessible)  
4101 Admiralty Way

Fisherman's Village  
13755 Fiji Way

Burton Chace Park (ADA accessible)  
13650 Mindanao Way

Waterfront Walk (ADA accessible)  
Fire Station #110 Dock  
4433 Admiralty Way

Dolphin Marina (ADA accessible)  
13900 Panay Way, Dock Gate #C-200

Del Rey Landing (ADA accessible)  
13800 Bora Bora Way, Fuel Dock Gate

Esprit 1 (ADA accessible)  
13900 Marquesas Way, Dock Gate, Slip #B-602 ½

Ample parking is available at nearby Los Angeles County lots for a reasonable fee.

For more information call: Marina del Rey Visitor Center at (310) 305-9545

**BIRD WATCHING EXPERIENCE PROGRAM**

Burton Chace Park ♦ 13650 Mindanao Way ♦ Marina del Rey  
Thursday, June 23<sup>rd</sup>, from 9:00 am - 1100 am

Los Angeles County Department of Beaches and Harbors sponsored bird watching walk for adults is a free two-hour walk, which will take place at various sites in the Ballona Wetlands. This year, we will also be visiting the shoreline habitat to observe sandpipers. Meet at the Burton Chace Park Community Room. Participation and transportation to the tour site are free. Pre-registration is a must! To register, please call (310) 301-9152.

For more information call: (310) 301-9152

**THE MARINA DEL REY SUMMER CONCERT SERIES 2010**

Waterside at Burton Chace Park ♦ 13650 Mindanao Way ♦ Marina del Rey  
July 7 through August 27, from 7:00 pm - 9:00 pm

**Classical Thursdays**

**July 7**

"A Night at the Opera" showcases finalists and winners from the Loren L. Zachary National Vocal Competition with arias and ensembles from best-loved operas, in one of the most popular events of the classical series. Frank Fetta conducts The Marina del Rey Summer Symphony.

**Pop Saturdays**

**July 16**

Oleta Adams, acclaimed pop, R&B, and gospel singer-songwriter, whose voice has been described as exquisite, nuanced, and inspirational, opens the pop series in a concert of her most soulful songs including the hit "Get Here."

**Classical Thursdays**

**July 21**

Naoko Takada, renowned marimbist, joins Maestro Frank Fetta and the Marina del Rey Summer Symphony in Kevin Puts's *Marimba Concerto*. The orchestra is also heard in *Cuban Overture* by George Gershwin, *Afro-American Symphony* by William Grant Still, and *Mississippi* by Ferde Grofé.

**August 4**

Lindsay Deutsch, brilliant violinist returns to these classical concerts to play the *Violin Concerto* by Erich Wolfgang Korngold. The orchestra also plays *Overture to "Candide"* and *Symphonic Dances* by Leonard Bernstein.

**August 18**

Claire Huangci, young piano virtuoso, makes her second appearance at these classical concerts, playing *Concerto for Piano for the Left Hand* by Maurice Ravel and *Piano Concerto, No. 1* by Serge Prokofiev. The orchestra is heard in *Pacific 231* by Arthur Honegger and *Romero and Juliet Overture Fantasy* by Pyotr Tchaikovsky.

For more information call: Marina del Rey Visitors Center at (310) 305-9545

**Pop Saturdays**

**July 30**

Tito Puente, Jr. and his orchestra ignite the stage in a spirited performance of the Afro-Cuban rhythms and Latin Jazz made famous by the original "King of Mambo," Tito Puente.

**August 13**

Aimee Mann, alternative-rock, folk-pop singer-songwriter, who has been praised for her resonant voice, imaginative lyrics, and beautiful melodies, appears in concert with her band to perform some of her most insightful and introspective songs.

**August 27**

Frankie Avalon, legendary entertainer, who performs many of his chart-topping hits, including "Venus" and "Why", along with songs made famous in his numerous motion picture and television roles.

**FISHERMAN'S VILLAGE WEEKEND CONCERTS**

Sponsored by Pacific Ocean Management, LLC

All concerts are from 2:00 pm – 5:00 pm

**Saturday, June 18**

Yes Ma'am, playing Boogie Blues

**Sunday, June 19**

The Kid & Nic Show, playing Classic American Music

**Saturday, June 25**

Freddy Horn, playing Smooth Jazz

**Sunday, June 26**

The Elliott Caine Quintet, playing Straight-ahead Jazz

For more information call: Pacific Ocean Management at (310) 822-6866

**SUNSET SERIES SAILBOAT RACES**

Marina del Rey

Wednesdays through September 7, 2011

5:30 pm – 8:00 pm

Spectators can enjoy these races from the comfort of one of the restaurants with views of the Main Channel on Wednesday evenings between 5:30 pm (sailboats leaving the harbor) and 8:00 pm (race finishes at California Yacht Club).

For more information call: (310) 823-4567

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*To enrich lives through effective and caring service*

June 16, 2011



**Santos H. Kreimann**  
Director

**Kerry Silverstrom**  
Chief Deputy

TO: Beach Commission  
FROM: *Catrina Love for*  
Santos H. Kreimann, Director

SUBJECT: **AGENDA ITEM 5D – CAPITAL PROJECTS STATUS REPORT**

Item 5D on your agenda provides the Commission with a status report on the Department's six beach capital projects.

Supervisory District 3

(1)	Will Rogers SB - Coastline Drive Development	\$ 9,713,588
(2)	Dan Blocker-West Improvement Project	4,790,000
(3)	Beach Restroom Septic System Replacement Program	13,788,000
(4)	Venice Beach Parking Lot Reconstruction	1,252,000
(5)	Surfrider Beach Tank Removal	<u>394,960</u>
	<b>Subtotal</b>	<b>\$29,938,548</b>

Supervisory District 4

(6)	Redondo Beach Renourishment Project	<u>6,860,000</u>
	<b>Subtotal</b>	<b>\$ 6,860,000</b>
	<b>Grand Total:</b>	<b>\$ 36,798,548</b>

(1) Will Rogers SB – Coastline Drive Development

The project includes: reconstruction of the parking lot; construction of an engineered seawall and slope; removal to below grade of the existing wooden pilings; construction of a view deck and ADA-compliant beach access ramp; and landscaping, irrigation and security lighting improvements.

*Current Status:* Construction documents are complete. Construction documents were revised and completed based on the plan check documents received from various jurisdictional agencies, and resubmitted to Caltrans for approval on May 16, 2011. The Department of Public Works (DPW) continues to work with the U.S. Army Corps of Engineers (USACE) and the Regional Water Quality Control Board (RWQCB) permits to obtain permits. As requested by the National Oceanographic and Atmospheric

Administration (NOAA) through the USACE permit process, DPW submitted an Essential Fish Habitat study to the USACE on May 03, 2011 for review by NOAA. DPW continues to work with the environmental consultant and County Counsel to finalize the MND, which will include the results of the biological report, and any comments from NOAA.

(2) Dan Blocker Beach-West Improvement Project

The project involves the development of an unimproved westerly portion of this beach site, all of which will be ADA-complaint and includes a small paved parking lot; ramp to the beach; bluff top trail; benches and picnic facilities with protective railings; new perimeter fencing; and bluff top and slope native planting, with minimal irrigation for erosion control.

*Current Status:* The County received a counter offer from the Adamson Company on June 13, 2011. The counteroffer contains the price and term that are unreasonable and unacceptable to the County. County is evaluating its options. The Department of Public Works is seeking proposals from as-needed consultants to develop a comprehensive design of the project to address the City of Malibu's comments on the MND and for inclusion in the CDP application.

(3) Beach Restroom Septic System Replacement Program

This program consists of the replacement of septic systems and leach fields at 16 County operated beach locations in the Topanga and Malibu area. Each project includes the removal of existing septic pumps and tanks and installation of an advanced treatment septic system, including pumps, tanks, telemetry monitoring system, filter pods, and leach field.

*Current Status:* Construction of the replacement systems at Point Dume restrooms #1, #2, and #3, are expected to be completed by the end of June. Construction was delayed by a month because of landscaping issues. The Zuma Maintenance Yard and Zuma restrooms are scheduled as follows:

Construction to commence in September 2011 - Zuma Maintenance Yard and Zuma restrooms Nos. 2, 6 and 7.

Construction to commence in January 2012 - Zuma restrooms Nos. 8 and 9.

(4) Venice Parking Lot Reconstruction

This project will reconstruct the parking lots at Rose Avenue and Washington Blvd.

*Current Status:* Reconstruction of the Rose Avenue parking lot has been completed on time and is now fully opened to the public. The Washington Blvd. parking lot will begin construction after summer's end.



(5) Surfrider Beach Tank Removal

This project has been renamed from Malibu Tank Removal to Surfrider Beach Tank Removal. The abandoned saltwater concrete tank was uncovered during the storms of 2004-05. The scope of the project to remove or cover up the tank is being reconsidered again due to the California State Park's changed position regarding the proposed project.

*Current Status:* County is drafting a letter to the State Parks advising them of our plan to revise scope of the project based on the discussion and understanding reached with them.

(6) Redondo Beach Renourishment Project

This project will renourish the beach between the Topaz Groin and the Redondo Pier, with approximately 160,000 cubic yards of sand.

*Current Status:* Funding to fully dredge the Marina del Rey's entry channel to the designed depth is still being sought. The latest bathymetric survey conducted by the US Army Corps of Engineers in April 2011 reveals that the volumes of both the contaminated sediment and clean reusable material have increased substantially. Clean sediment recovered from this project will be barged to Redondo Beach for beach renourishment purposes.

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